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\* Items in the Table of Contents that are shown in bold are new sections which either combine previous sections, excerpt from other sections, or refer to existing approved documents addressing this topic. These Elements were added to meet Arizona's Growing Smarter 2000 Legislation.

*Amended November 29, 2001*

## *Introductory Statement*

On behalf of its residents and through its elected leaders and professional staff, the City of Tempe is committed to building and maintaining an attractive community.

This commitment to excellence is reflected in well - designed buildings, abundant landscaping and restrained signage. This commitment is also embodied in rigorous development standards adopted by the Tempe City Council and supported by the members of its numerous citizen boards and commissions.

As Tempe transitions from a community of growth - through - development to a community of growth-through redevelopment, General Plan 2020 reaffirms the City's long-term commitment to creating and sustaining a quality built environment.

## *A Vision for the Future of the City of Tempe*

Tempe's Vision for itself in the year 2020 is one of a progressive, sensitively - developed community, which is visually attractive, livable, easy to get around in and looks to the resources and talents of the community to continuously renew and revitalize the City, through a wide variety of land uses, activities and opportunities.

## *Mission of the City of Tempe*

The mission of the City of Tempe is to work with each other and the community to make Tempe the best place to live, work and play.

## *Mission of General Plan 2020*

The mission of General Plan 2020 specifically is to guide Tempe as it transitions from a city of growth through development to a city of growth through land re-use and redevelopment with a focus on land maintenance and management. This General Plan re-affirms Tempe's long standing commitment to physical development and standards that enhance quality of life and visually reflect a vital yet matured, attractive and unique city.

The primary purpose of the General Plan is to assist the City Council, Boards and Commissions, Staff, developers and citizens throughout the development process by presenting the City's formally adopted goals, objectives and development policies by which land use proposals will be measured.

## *A Development History*

### *Geography of the Area*

In the middle of the State of Arizona there is a vast surface water drainage area known as the Salt River Area. This area straddles the two dominant geographical divisions of the state, the Colorado Plateau Province to the north and the Basin and Range Province to the south. Throughout this vastness of almost 14,000 square miles there are streams, creeks and small rivers. They all feed this area's major river, the Salt. The wide, shallow and seasonally unpredictable Salt flows in a southwesterly direction to a point of confluence with the Gila River. The Gila, having absorbed the Salt, flows towards the Colorado River, meeting it at the Arizona / California border before flowing into the Gulf of California.

East of the Salt / Gila confluence and extreme southern end of the Salt River Area is a large, oval-shaped valley. Within this "Valley of the Sun" and straddling the Salt River, is Tempe, an integral part of the Phoenix metropolitan area.

### *Setting and Early People*

In ancient times people migrated to this valley. Archaeological evidence reveals the existence of several thriving desert cultures in this valley as early as AD 1. The fortunate combination of several centuries of stable climatic conditions and the successful domestication of a variety of plants enabled the Hohokam and others to develop and flourish.

### *Environmental changes*

At the end of the 13th century AD, drastic climatic changes, coupled with increasing pressures of a growing population, began to affect all the desert people of the Southwest and their cultures. A prolonged period of instability began to drastically alter their established and comfortable ways. An unfortunate end result of these various factors was a huge gap in the history and knowledge of human activity in the Southwest.

It appears that the 13th century changes affected the Hohokam. The development of, and reliance on, a large, complex irrigation system and associated farming techniques led to a gradual and methodical build up of saline in the soil that ultimately rendered it infertile. It was this Hohokam legacy of desert farming and irrigation that was adopted and refined by later migrating settlers allowing them to live in the desert.

## *Arrival of the Europeans*

In 1539, Fray Marcos de Niza carved a record in the stone of South Mountain, of the first European's view of the Valley and the area that is present-day Tempe. A year after Marcos de Niza came the Spanish Conquistador, Francisco Vasquez de Coronado, in search of the fabled Seven Cities of Cibola. All the land he covered in his search he claimed as part of the domain of the King of Spain. Part of this claim included the land later to become the State of Arizona.

## *Changes in Political Power*

Three centuries of political and military events led to the diminishing influence of foreign interests in the Southwest. In 1821, Spain recognized Mexico's independence and transferred all of its interests to the newly formed Mexican Colony.

The internal instability of the Mexico and American pressure for action to protect American interests along an ill-defined common border resulted in the Mexican War of 1846-48. The resolution of the war ceded to the United States two-fifths of the area granted to Mexico by Spain two decades earlier. The signing of the Gadsden Treaty in 1854 incorporated almost 30,000 square miles into the United States. The majority of the Purchase, most importantly, ended foreign interests in what was to become present day Arizona and the American Southwest.

The Federal government sought stability in the newly acquired Southwest and through its efforts set the stage for further exploration and adventure as well as pursuit of profitable ventures. This pursuit brought Charles Trumbull Hayden to the Southwest.

## *Initial Years of Tempe*

Charles Trumbull Hayden's pursuits initially brought him to Tucson in 1851. The first of his ventures, the mercantile and freight businesses, brought him regularly to the banks of the river named by the Spaniards as the "Rio Salado." He decided to settle on the south bank of the river in 1871, establishing the community of "Hayden's Ferry." Hayden diversified his ventures to include the processing of local agricultural products and established what was to become the Hayden Milling and Farming Ditch Company.

Official recognition came to Hayden's Ferry with the arrival of a post office in 1872. In 1879 there was a name change from Hayden's Ferry to Tempe. The year 1886 saw the establishment of a newspaper and the Territorial Normal School, the humble beginning of what is now Arizona State University. To further enhance their settlement, residents approached the Maricopa County Board of Supervisors with a legal and proper petition requesting incorporation.

The Board of Supervisors, based on the authority of Act Number 72 (adopted by the Seventeenth Legislative Assembly of the Territory of Arizona) relating specifically to the incorporation of towns, villages and cities, acted on the request for incorporation made by the "Village of Tempe." On November 26, 1894, the "Village" of 1.88 square miles and 900 residents, officially became known as the 'Town of Tempe.'

## *Tempe The First Half of the 20<sup>th</sup> Century*

After incorporation in 1894, Tempe grew gradually through the first forty years of the 20th century. The growth, though not overwhelming, was significant enough to have Tempe adopt its first zoning regulations in 1938. By 1940 there were 2,906 residents. By 1950 there were 7,684 residents. With the increases in population, there was an increase in the physical size of Tempe as well. Tempe had grown from its original town site size of 1.88 square miles to 2.66 square miles. It was apparent that many who visited the area liked their experience and were willing to become new residents and explore the area's potential for growth and opportunities.

## *Tempe and the Valley - The Second Half of the 20th Century*

Tempe's rapid growth continued. The 1960 Census counted Tempe's population at 24,897; the 1970 Census counted 63,550; the 1975 Special Census counted 93,822; the 1980 Census 106,743; the 1985 Special Census counted 132,942; the 1990 Census counted 141,865; and the 1995 Special Census counted a population of 149,737.

Tempe's growth through the 1950's, as well as other valley communities' growth, was random and uncoordinated. Each valley community dealt with its growth and related problems, as if each was isolated unto itself. The only common interest of these growing communities was expanding their land area. The open, agrarian land was eagerly annexed and became subject to the individual communities' development philosophies, rules and regulations. Tempe was not immune from this annexation fever.

In 1950 Tempe had a land area of 2.6 square miles. By 1960 that land area had grown to 17.5 square miles; by 1970 another 45% was added increasing the land area to 25.3 square miles followed by another 50% increase to a land area of 38 square miles by 1980.

This annexation activity resulted in Tempe becoming a land - locked community and the valley becoming wall-to-wall communities with scattered county islands within the metropolitan area. The valleywide growth also brought about change to local transportation systems seeking to effectively link the individual communities.

By the late 1950's, segments of the long-planned Interstate Highway System were beginning to make their presence felt. Segments were completed in the central area of Phoenix in the late 1950's and continued to expand in various directions through the 1960's. By 1967 a portion of the system was at the western limits of Tempe. By the early 1970's the Interstate-10 portion was

completed along the western limits of Tempe and through the 1970's the majority of the east /west State 360-Superstition Freeway was completed.

Valley wide growth, annexation, freeway corridors and Tempe's own development policies determined much of the present physical character of Tempe. During the first 30 years, zoning was the only tool used to plan and provide at least some control over land uses in what was basically a small bedroom community. During the second 30 years, zoning became the tool to implement specific land use planning in adopted General Plans that reflected a desire to be a well-planned, good-sized city.

Throughout this 60 year period, the prevailing planning philosophy was based on separating land uses and the prevailing transportation philosophy was based on the automobile as the principal form of transportation. These two philosophies prevailed in Tempe in that there was a relative abundance of land available for the diverse development necessary to accommodate a growing population's needs and accommodate the growing population's limited transportation preferences.

### *The Growth of the Valley and the Region*

Growth during the second 30 years was not limited to Tempe.

The growth, coupled with construction of the Interstate System and other freeways, reinforced the fact that adjacent communities as well as seemingly remote valley communities, were being drawn together into a region with regional problems to solve.

Less obvious signs of communities being drawn together were the needs for larger and costlier facilities that the capabilities of the individual valley communities could not individually provide, such as solid waste disposal, waste water treatment, air pollution and airports.

These impacts of growth and development on a regional scale, led to Tempe taking a decisive step in becoming a charter member of the Maricopa Association of Governments (MAG). Tempe's initial involvement was with valley-wide infrastructure issues. Through the years Tempe broadened its participation in regional growth and development issues and supported a MAG commitment to creating a Regional Plan to direct future valley and regional growth and development.

### *Tempe and the 21st Century*

Current and future City Councils will face complex land use issues such as the effective use of remaining vacant land, infill development, intensification through land re-use, large scale public/private redevelopment, historic preservation and aviation rights. Advances in technology may change how Tempe incorporates alternative modes of transportation into the fabric of the community. There may well be regional and legislative changes that will impact quality of life and the environment around us with little input from Tempe. In spite of some of these unknowns, General Plan 2020 is designed to serve as a decision-making template to guide Tempe in its resolution of those issues which Tempe has the greatest ability to control.

Along with the issues above, two areas will dominate the continued development of Tempe into the 21st century - the Rio Salado Project and downtown Tempe. They both have their seemingly independent development histories, which are provided below, but as Tempe builds out and deals with those issues, these areas will be focus of attention in the Tempe's future years.

Due to the long on-going commitment to these to areas, their development histories are provided.

## *Downtown-A Development History*

Devastated by growth away from Downtown, it became a victim of the patterns of disinvestment. With the City Council decision to maintaining the presence of City Hall in downtown in 1968, Tempe's commitments to redevelopment and reversing the pattern of disinvestment. These commitments were expected to be long-term and coupled with viable objectives, sound planning and a realistic timetable, instilled the necessary confidence and cooperation of investment and development interests to realize Downtown's redevelopment.

The first decade saw not only a new City Hall, but also several new buildings built and some historic buildings revitalized. The City Council also adopted a Redevelopment Plan for Downtown, a specialized form of a specific area plan, appointed a Project Area Committee to assist them in Downtown issues and made an long-term commitment to provide extensive urban amenities throughout the entire Downtown to create a unique and readily identifiable physical character, unlike any other downtown in the metropolitan area.

The second decade saw the physical character of Downtown established, with an extensive number of the buildings restored or completed along Mill Avenue as well as along Fifth Street and other off- Mill Avenue locations. Also, the streetscape was completed. Streetscape amenities included pedestrian lighting, special intersection treatment with special signage and signalization, bikeways, widened and bricked sidewalks, street furniture, ramadas, varied sizes of planters for landscaping and street trees.

Early into the third decade, with the atmosphere and character created by the significant development and streetscape amenities, an awareness emerged amongst the City Council and Downtown's business community that Downtown was becoming a destination-oriented location and issues were emerging went beyond the previously dominant issue of Downtown's physical redevelopment.

In an effort to deal with these issues, the City Council authorized an election for July 1992 for the purpose of selecting 25 individuals to participate in Steering Advisory Committee to look into the formation of a Downtown Enhanced Services District. By early 1993, the almost year-long effort of the elected Steering Advisory Committee resulted in the establishment of the Downtown Tempe Community, Inc. (DTC).

The DTC, is a private, non-profit association whose purpose is to manage the Downtown and serve the stakeholders and citizens of Tempe. The DTC's stakeholders include all property owners, every business that leases space, every customer and individuals and organizations that have an arts, cultural, educational, sports and social interest in Downtown.

The purpose of the District is to define the area of assessment that serves as a financial source for the programs, activities, operation and maintenance of the DTC. The assessment is made on commercial and other properties located within the Enhanced Services District. The District is bounded on the north by the south bank of the Salt River, on the east by College Avenue, on the south by University Drive and on the west by the Southern Pacific Railroad.

As Downtown moved through its third decade, there remained only one portion, referred to as the "Southeast Quadrant", left for redevelopment. A joint effort between the City and the DTC produced a Concept Plan suggesting how this portion of downtown could be unique and complementary to the overall redevelopment effort of the past decades and lead Downtown into the fourth decade.

As Downtown moves into its fourth decade, its built out character and the ability of the DTC to manage its future will have continued appeal as well as be of on - going interest to the residents and the metropolitan area.



## *The Rio Salado Project - A Development History*

Though the Rio Salado Project has become a highly detailed and refined specific area plan, it is; technically, a flood plain reclamation project, which uses flood control measures as the basis for water-based recreation.

The presence of a predominantly dry riverbed and neglected flood plain was perceived in the same manner as Downtown, as nothing more than an eyesore. The attendant unpredictability of flooding and subsequent damage that had historically occurred and could be expected to occur again in the future, presented creative challenges for flood control alongside opportunities for physical development.

Therefore, the initial challenge became of how to develop a 1000' wide, bank-to-bank channel capable of handling periodic water releases of 5000 C.F.S. (cubic feet per second) and control flooding conditions with flows up to 250,000 C.F.S. that would provide reasonable protection of land and development from flood damage as well as reclaim scenic land for recreational uses.

Over a period of time a vision began to take form, through support from civic leaders and coordination of the skills and talents of engineers, architects and planners, that a plan could be crafted that would meet flood control requirements, provide water-based recreation amenities and address aesthetic concerns.

In 1966, the vision became a concept plan through the efforts of the Arizona State University College of Architecture.

The ASU concept plan transformed this eyesore into a meandering linear urban park creating active and passive recreational opportunities for residents and visitors. It would also serve as a unifying Element for this vast and growing metropolitan area as well as providing much needed flood control.

The first decade's efforts were focused on consolidating information from various government agencies and private firms that had addressed the problem of flood control along the Salt. This work was summarized in a two-phase report prepared by the private firm of Daniel, Mann, Johnson and Mendenhall (DMJM) in conjunction with the civic group, Valley Forward Association, and the regional association of local governments, the Maricopa Association of Governments (MAG).

This rather monumental engineering task was admirable and necessary. Yet a "engineered" solution solely for the purposes of flood control was unacceptable to the City Council. In 1977, the City Council directed its former Community - Development Department (today the Development Services Department) to begin the necessary work to realize Tempe's portion of the Rio Salado Project utilizing the initial ASU concept plan and available engineering information to develop a Plan.

This effort led to a greater level of technical knowledge and understanding of what could be done in the channel and the flood plain. This effort resulted in City Council approval of a "Moderate Water Plan" for Tempe portion of the Salt River.

In 1979, as the Project moved into its second decade, the City Council appointed a citizen Rio Salado Advisory Commission to assist the Council in overseeing future efforts in realizing the Rio Salado Project.

Through its Rio Salado Advisory Commission and considerable input from numerous public and quasi-public agencies, special interest groups and citizens, support for the "Moderate Water Plan" grew. It was possible to build this Plan without flood control structures or involvement from other adjacent municipalities. To implement the Plan, the Council created the Rio Salado Overlay Zoning District.

In the decade following the Council's acceptance of the "Moderate Water Plan" there was growing interest in the Rio Salado Project outside of Tempe. Tempe's individual actions served as a catalyst in creating metropolitan area-wide and State-wide interest in a more extensive Rio

Salado Project. This interest resulted in a Governor-appointed State Rio Salado Commission. The State Legislature created a Rio Salado Development District charged with the mission of developing a Master Plan. Upon completion of the District's efforts, the City Council adopted the Master Plan subject to modifications, making it consistent with Tempe's Moderate Water Plan.

In the same decade four flood events took place. The impacts of flooding on all aspects of the metropolitan area were beginning to attract interest at higher levels of government.

In 1986, the State Legislature approved a referendum placing the issue of financing for a valley-wide Rio Salado Project flood reclamation project before the voters. On November 3, 1987, the county voters defeated the proposed tax levy on real property and the authority to issue bonds that would have helped finance the Project over a 25-year period. Analysis of voter patterns reflected that a majority of Tempe voters supported the referendum. Undaunted by the outcome of the valley-wide November vote, and recognizing local support to continue with efforts to improve its 5.6 mile portion of Salt River, the City remained committed to its plan for the Rio Salado Project.

The Rio Salado Project moved into its third decade and greater technical efforts were being pursued to control flooding. Channelization was provided in two phases starting in 1989 and completed in 1992. As part of receiving EPA clearance and Corps of Engineer approval of a 404 Permit under the Clean Water Act, to do channelization, the City agreed to provide riparian habitat for wildlife species. Channelization provided control of damage from high flows of floodwaters on adjacent lands and downstream man-made structures as bridges and portions of the Red Mountain Freeway. Channelization also made the channel's banks available for revegetation and re-introduction of native plant species thus improving water quality, satisfying both regulatory agencies, the Environmental Protection Agency and Corps of Engineers.

Also, new technologies became available as it related to flood control, reducing the dependency on the traditional fixed or permanent structures, such as dams, to deal with flood control.

With the availability of new technology the possibility of water in the river re-emerged. Interest in this idea was piqued, with this new technology, the elaborate flood control in the form of permanent dams, that was initially envisioned in the ASU concept plan in the first decade of the Project, were no longer the sole solution for controlling water in the Salt River.

What emerged was the concept of a Town Lake. The proposed Town Lake would extend from the roughly below the confluence of the Salt River and Indian Bend Wash on the east, to roughly 2300 feet west of the Mill Avenue Bridges. It would combine the features of the natural westerly drop of the Salt River, the 1000' wide man-made channel, with 16' high inflatable dams at both ends. The inflatable dams make it possible to control dam heights as well as the amount and depth of water in the Town Lake. The flexibility of the dams is an asset when minor seasonal water releases required minor deflation as well as being totally deflatable for major flows or water releases.

In this Plan for the channel three environments within the Project area are created. The focal point environment is the two-mile long Town Lake. To the east of the Town Lake is a wildlife habitat and to the west is a wildlife and riparian environment where vegetation native to the area along the riverbank has been reintroduced. In these two environments, streams and small lakes may allow for urban fishing and other passive recreation. The water used in the three environments is provided from canals and exchanges or recycled and/or reclaimed wastewater with no drinking water used.

With the commitment to the Town Lake detailed land use planning issues could be further addressed. It allowed the City to identify areas for concentrated physical development, active and passive recreation and related transportation issues.

As the Rio Salado Project moves into its fourth decade some of the long-term goals had been realized with others still to be attained. The Project's realization has become a vital part of the City's future for several reasons. First and foremost, damage from uncontrolled flooding has been reduced; "recaptured" land has been made available to residents' for expanded recreational

purposes, adding an enhancement to the quality of life of the City of Tempe; opportunities have been created for quality residential, office, commercial and industrial development.

Other goals to be attained included increased availability of the Project area for additional passive and active recreational activities for tourists and generation of tax dollars from a variety of sources ranging from property valuations to sales tax.

As the Project moves into its fourth decade, its development potential will have continued appeal as well as an on-going interest to the residents and the metropolitan area.

## *Tempe's General Plans*

As indicated earlier, zoning was initially the only method used in dealing with land use, but it was felt by Tempe to not be enough. Tempe felt that zoning was one tool to implement specific land use planning and used in conjunction with a general plan that Tempe would eventually become a well-planned, good-sized city.

To that end, in mid-July, 1966, the City Council asked its Planning and Zoning Commission and a broad-based committee of concerned citizens to address growth and development issues and develop specific community objectives. To assist in this effort, the City Council retained the consulting firm of Van Cieve and Associates. The end result was the adoption of the first General Plan for the City of Tempe in 1967.

The 1967 General Plan dealt with the next twenty years of Tempe's growth. It led to a planning program that was strengthened by the initial adoption of the Design Review Ordinance, the adoption of the Subdivision Ordinance and substantive revisions to the Zoning Ordinance. These actions reflected a firm commitment in dealing with unprecedented growth that would span nearly a decade. This unprecedented growth could have overwhelmed the elected and appointed officials had they hesitated in creating and fully utilizing those tools to deal with growth.

The elected and appointed officials realized the positive results of their initial commitment to the 1967 General Plan, but they realized it was time for an update. The 1972 General Plan was prepared by the consulting firm of Simon Eisner and Associates. This General Plan dealt more specifically with the pressing issue of residential needs and densities, public facilities and more detailed projected land use for commercial and industrial use.

In the years between the 1972 and 1978 General Plans, Tempe emerged with a balance of varied facilities as well as the goods and services needed by the total community while maintaining opportunities for others to participate in or expand their part in a growing marketplace.

By the mid-1970s, the basic physical character of Tempe was taking shape. However, new opportunities and new issues faced the City Council. A revised guide was needed to assist the decision-making process. Therefore Staff was directed to develop a new General Plan which was subsequently adopted in 1978.

The 1978 General Plan was more comprehensive than its predecessors. It was accepted by a broader base of citizens due to extensive citizen participation as the document moved through the process toward adoption. One specific amendment was adopted in 1983 to stimulate intense development in a framework of upgraded development standards and unique, unifying urban design Elements for a sparsely developed, 5.5 square mile area in the southwest part of the City.

This amended General Plan served the City Council well. However, a major issue was becoming evident-build out. By 1985 only about 20% of Tempe's land was still vacant so Staff was directed to prepare a forward-looking Plan that would carry the City to build-out. The City Council adopted General Plan 2000 in 1989, encouraging the development of remaining vacant land through the use of the Mixed-use and Growth Node concepts.

As Tempe approached 90% build-out in 1996, the City Council determined that there was a need for a new General Plan that would focus primarily on the nature of development after Tempe achieved build-out in the forms of land redevelopment, intensification of land use through re-use and the need for increased maintenance and management practices. The City Council gave direction to start work on General Plan 2020.

The City Council, through its Community and Economic Development Committee, sought out extensive public input for this updated general plan. Through a focus group process, consisting of citizens, developers and business people, were brought together to discuss the character and direction of General Plan 2020 through revisions of several draft documents. Additional community comment was sought through mailings to neighborhood representatives and announcements published in the local newspaper. After an extensive public hearing schedule, General Plan 2020 was adopted by City Council.

### *Implementation of General Plan 2020*

General plans often decorate the shelves of city halls with little application or use after; the adoption process has been completed. Tempe has been more fortunate in that it has developed, through the involvement and interaction of elected and appointed officials and its residents, the kinds of general plans that have “frayed edges” and “worn pages” from actual use.

The implementation strategies involve the use and ‘development of, a variety of “tools” that have been described in each Element of General Plan 2020. These strategies are intended to help attain the goals of the adopted plan and ultimately transform the plan into reality.

## *Summary of General Plan Goals and Objectives*

The following is a summary of the goal and selected objectives for the individual Elements that comprise General Plan 2020.

### *Land Use (p. 18)*

The goal of the Land Use Element is to guide land use decisions as Tempe transitions from a growing, development-oriented City to a mature built-out City oriented towards redevelopment, land re-use as well as maintenance and management

#### *Objectives*

1. Annex the County Islands and integrate them into Tempe's land use plan.
2. Identify, maintain and enhance the integrity and physical character of the three distinct areas of North, Central and South Tempe, as well as the individual or collective neighborhoods within those areas.
3. Discourage or mitigate all patterns of disinvestment and encourage reinvestment.
4. Protect noise-sensitive areas in Tempe to the greatest extent possible.
5. Encourage continued growth in Tempe through infill development, land re-use and redevelopment efforts.
6. Develop ordinances that implement the land use designations described in General Plan 2020.

### *Transportation (p. 28)*

The goal of the Transportation Element is to encourage a balanced transportation system within and through Tempe which complements land use and air quality goals, is community based, preserves neighborhoods and provides mobility for all.

#### *Objectives*

1. Develop and implement a Comprehensive Multi-Modal Circulation Plan which provides mobility for all, complements land use and improves air quality.
2. Promote land development that integrates multiple modes of transportation, including automobiles, transit, pedestrians and bicycles.
3. Create ordinances, policies or design guidelines that support the Comprehensive Multi-Modal Circulation Plan.
4. Reduce air pollution by encouraging mixed-use development and incorporating non-polluting modes of travel into the urban design.
5. Actively involve citizens in the transportation planning and project review process.
6. Establish long-range goals to shift travel from the automobile to other modes especially in the areas of downtown and the Rio Salado Project.
7. Establish policy regarding high capacity transportation corridors in and through the City including freeways, major arterial, rail and bus corridors.

### *Economy of the City (p. 33)*

The goal of the Economic Element is to retain, increase and diversify the business and industrial enterprises that make up the broad economic base of the City.

#### *Objectives*

1. Assist in the retention and expansion of viable existing business and industry.
2. Recruit quality companies at the forefront of economic and technological change.

### *Public Building (p. 34)*

The goal of the Public Buildings Element is to guide development of new public facilities and the maintenance of existing facilities.

#### *Objectives*

1. Adopt and maintain a City of Tempe Facilities Master Plan.
2. Incorporate and implement the Facilities Master Plan as an Element of the Capital Improvement Program.

### *Urban Design (p. 36)*

The goal of the Urban Design Element is to encourage the use of urban design in public development.

#### *Objective*

1. Enhance the tangible Elements of quality of life by implementing urban design in public development

### *Art in the City (p. 38)*

The goal of the Art in the City Element is to ensure that an atmosphere is maintained in Tempe in which the arts can flourish.

#### *Objectives*

1. Develop and implement a City-Wide Arts Plan.
2. Identify and encourage Arts Districts throughout Tempe.

### *Housing (p. 39)*

The goal of the Housing Element is to encourage the development of a diverse range of housing opportunities for Tempe residents.

#### *Objectives*

1. Encourage diverse forms of housing throughout the City to meet the needs of residents and their lifestyles.
2. Ensure that all housing is maintained in a safe and healthy condition.
3. Develop and maintain a comprehensive housing -rehabilitation and maintenance program.

### *Neighborhood Rehabilitation, Redevelopment and Historic Preservation (p.41)*

**The goals of the Neighborhood Rehabilitation, Redevelopment and Historic Preservation Element are to guide redevelopment and historic preservation and ensure that neighborhood organizations have an on-going role in the continued development of the City.**

#### *Objectives*

1. Implement the Housing and Redevelopment Consolidated Plan.
2. Implement the Historic Preservation Ordinance and develop an Historic Preservation Plan to obtain and maintain status as a Certified Local Government (CLG).
3. Achieve the best maintenance and management programs for Tempe's neighborhoods and ensure that residents have a voice and a role in these programs.
4. Encourage neighborhood planning.
5. Encourage reinvestment, infill, land re-use and redevelopment that maintain the viability of neighborhoods and specific areas.

### *Environmental Planning Conservation and Management (p. 46)*

The goal of the Conservation of the Natural Environment Element is to balance public and private development with sustainability and environmental sensitivity.

#### *Objectives*

1. Promote programs that reduce the use of non-renewable fuels and materials, promote recycling and promote the use of recycled, recyclable and renewable materials.
2. Work to reduce air pollution in Tempe as well as the region.



### *Open Space and Recreation (p. 48)*

The goal of the Open Space and Recreation Element is to encourage the provision of safe, usable open areas and recreation facilities that meet the needs of all Tempe residents and fit well into neighborhoods.

#### *Objective*

1. Implement the City of Tempe Long-Range Community Services Plan.

### *Public Services (p. 50)*

The goal of the Public Services Element is to guide the provision of full range of utility services, both by the City and other utility providers.

#### *Objectives*

1. Continue coordination between public service facilities and land use development.
2. Adopt an Environment Management Plan to insure compliance with various regulatory levels of government.
3. Develop an Infrastructure Management Plan.

### *Water (p. 52)*

**The goal of the Water Element is to identify the City's available water supplies and to ensure those supplies are adequate, in quality and quantity, to meet projected future growth within the water utility service area.**

#### *Objectives:*

- 1) Continue to plan for future growth and water demand beyond 2010 by updating the City's Assured Water Supply Designation at least every ten years, and updating the Water Master Plan element of the City's Integrated Master Plan every three years.**
- 2) Maintain Tempe's compliance with all water conservation requirements as prescribed in the Arizona Department of Water Resources management plans for the Phoenix Active Management Area.**
- 3) Ensure that all proposed water sources meet applicable water quality standards established by the Arizona Department of Environmental Quality, and the U.S. Environmental Protection Agency.**

### *Safety (p. 53)*

The goal of the Safety Element is to provide for effective emergency management of incidents that present risk to the residents of Tempe in terms of providing for their health, welfare and safety in the event of a natural disaster, man-made incident and national emergencies.

#### *Objective*

1. Implement the Emergency Management Program.

### *Growth Area (p. 54)*

#### *Downtown/Rio Salado (p. 54)*

The goal of the Downtown / Rio Salado Element is to ultimately bring the two individual areas' diverse development philosophies together and maximize the opportunities on their common ground as well as guide development and redevelopment activities that continue to build on the accomplishments of the individual areas.

##### *Objectives*

1. Promote land uses that strengthen the relationship between Downtown, Rio Salado Project and adjacent neighborhoods.
2. Develop a downtown/Rio Salado Transportation Plan as part of the Comprehensive Multi-Modal Transportation Plan.

#### *Arizona State University (p. 55)*

The goal of the Arizona State University Element is to maintain the long-standing tradition of ongoing dialogue and cooperation that has enabled the City and Arizona State University to amicably resolve issues related to campus and City growth.

1. Resolve issues related to automobile traffic, bicycle and pedestrian traffic, parking, student housing and special events.

### *Cost of Development (p. 57)*

**The goal of the Cost of Development Element is to require development to pay its share of costs for public services and infrastructure.**

##### *Objectives*

1. **Continue to use zoning fees as outlined in the approved Zoning Ordinance.**
2. **Continue to partner with private developments to provide security, landscape treatment, public art, parking, and other amenities for the betterment of the greater community.**

## *Land Use Element*

### *The Goal of the Land Use Element*

The goal of the Land Use Element is to guide land use decisions as Tempe transitions from a growing, development-oriented City to a mature, built-out City oriented towards redevelopment, land re-use as well as maintenance and management.

After the discussion of The Land Use Categories on the Projected Land Use Map, the objectives to attain this goal are included.

Refer to the Statistical Report for current statistical and demographic information, as it pertains to development, employment and public and private land uses. This Element designates proposed general distribution, location and extent of land uses.

The diversity of Tempe's residents with physical limitations requires that all land development or redevelopment permit access throughout the City, in accordance with the Federal American's with Disabilities Act.

### *Land Use Categories indicated on the Projected Land Use Map*

The Projected Land Use Map depicts graphically how each piece of land should be used. Tempe's ultimate planning- area is 39.94 square miles, taking into consideration present incorporated land area and several County islands.

Below are descriptions, **standards of population density and building intensity** of the land use categories on the Projected Land Use Map.

*Mixed-use.* This category encourages development of creatively designed projects, which combine residential, service, office, and retail uses. The goal is to develop, through an integrated mixture of uses, a development where people can live, work and recreate, all in the same development. Although the category stresses and encourages a mixture of uses within one development, a single use development may be considered if the development assists or reinforces the overall development of mixed-use within a finite area.

The category requires a commitment to exceptional levels of physical development quality within a specific development plan that meets with the approval of the City Council.

Basic criteria for development include:

1. Reasonable scale, to encourage use of alternative modes of transportation such as bicycling and walking;
2. A well - conceived plan, with access to, and integration of, transit facilities and not dissected by arterial streets;
3. Amenities that exceed the City's Quality Design standards.

The basic criteria should be the starting point for creating a living environment, reflective of a "village" concept, in which there is the opportunity to live, work and recreate in the same development or within the area.

#### *Residential Development at Densities of Eight (8) or less Dwelling Units Per Acre*

This category accommodates residential development consisting of the conventional detached and some attached residential dwelling units of eight (8) units per acre or less. Also included in this category are religious and private educational uses. The only exception to this limitation is the R1-PAD zoning classification in which the proposed development is subject to the standards and requirements identified in the Zoning Ordinance.

*Residential Development at Densities over Eight (B) Dwelling Units Per Acre*

This category accommodates residential development consisting of over eight (8) units per acre. Also included in this category are religious and private educational uses.

*Commercial.* This category accommodates the full scope of commercial and retail as well as office uses, but the Commercial: Office/Service designation limits use to office only.

*Industrial.* This category accommodates all industrial uses. It also accommodates office uses and limited commercial activity that is directly related to the primary industrial use.

*Government.* This category accommodates governmental/municipal facilities, fire and police facilities as well as quasi-public facilities such as hospitals.

*Education.* This category accommodates public schools as well as Arizona State University.

*Open Space and Golf Courses.* This category accommodates the City's established public parks and public or quasi-public golf courses. Several large retention areas have also been included that have recreation potential as well as what could be considered greenbelts or linear parks that serve to link parks and other recreation areas.

*Objective 1. Annex and Integrate County Islands into Tempe Land Use Plan.*

*Rationale*

As indicated earlier Tempe's ultimate planning area of 39.94 square miles, includes several County Islands. These islands are located in key areas of the City. It is imperative that these County Islands become an integral part of the incorporated land area of the City of Tempe to insure that the character and quality of land development be consistent with the City's objectives and Projected Land Use Plan as reflected in General Plan 2020.

*Implementation Strategies*

1. Negotiate with County Island property owners to encourage annexation.
2. Negotiate with the County to enforce City design standards.
3. Work with state legislators to amend annexation laws.
4. Work toward public/private land purchases.

*Objective 2. Identify, maintain and enhance the integrity and physical character of the three distinct areas of North, Central and South Tempe as well as the individual or collective neighborhoods within those areas.*

*Rationale*

Tempe has developed over the years in three relatively distinct areas, reflecting its north to south growth pattern.

*North Tempe*

The oldest area encompasses the area from the northern city limits (both north and south of the Salt River) to Alameda Drive area (this includes the north and south sides of Alameda Drive). This area developed primarily using zoning with planning practices utilized at a later time. This area encompasses the majority of Tempe's historic properties and contains downtown and the Arizona State University campus. Land use is characterized by: strip commercial and office development; an occasional corner shopping center; randomly placed industrial development; a county island; varying sign and landscaping standards; randomly placed schools and park sites, a mix of various residential, from small scale, detached, unwall single family subdivisions to apartments ranging in form from medium density, single story duplexes/triplexes, to high density multi-story complexes as well as several trailer parks.

### *Central Tempe*

The area that is now considered the central area developed as the City grew southward. It ranges from the Alameda Drive area to the Western Canal between Guadalupe Road and Elliot Road. This area is more reflective of specific land use planning with implementation through zoning ordinances. It is generally characterized by: occasional strip commercial and office development; shopping centers at the arterial corners; a few small county islands; large-scale planned and walled subdivisions of detached single family homes; supporting school and park sites; pockets of mid-density housing consisting of townhouses, condominiums and patio homes; varied forms of higher density apartments; and planned industrial parks with enhanced building design and landscaping.

### *South Tempe*

Tempe's most recent growth area has been from the Western Canal to the City's southern limits. This area is characterized by: readily identifiable land use and zoning patterns; a few small county islands; shopping centers at the arterial corners; adjacent office complexes; generally large and planned low density detached single family subdivisions in the form of walled and even gated communities; supportive schools and park sites; occasional apartment complexes; and planned distinctively designed industrial areas. Low profile signage with generous and well-maintained landscaping further enhance the overall quality of development.

Remaining vacant land has approved development plans that follow the established land use pattern.

Because the three areas reflect not only a difference in age as well as a difference in commitment to continuous improvement in terms of design standards and development quality, the three areas require different approaches in terms of infill, land re-use and redevelopment as well as maintenance and management.

### *Implementation Strategies*

1. Implement the Neighborhood Rehabilitation, Redevelopment and Historic Preservation Element of General Plan 2020.
2. Achieve all objectives related to neighborhoods described in General Plan 2020.
3. Create a Neighborhood Revitalization Area Plan in the northern area of Tempe.
4. Refer to the Tempe Register of Historic Places, which includes properties both formally listed and properties designated as "historically eligible" or "archeologically sensitive".
5. Refer to the Tempe Historic Preservation Plan, Historic Preservation Ordinance, City of Tempe Multiple Resource Area Update, and Post World War II Subdivisions in Tempe Arizona Draft Report for policies and guidelines as they pertain to enhancing the integrity and physical character of the community.

*Objective 3. Discourage or mitigate all patterns of disinvestment and encourage reinvestment.*

### *Rationale*

Patterns of disinvestment become identifiable when development matures and a variety of standards are not maintained or enforced, resulting in undesirable conditions. These conditions force out homeowners and renters alike and the development and surrounding area continues to deteriorate and only gets noticed when there are problems visually, socially, criminally or costly to taxpaying residents. At this point, patterns of disinvestment have traditionally been addressed through short-term reactive approaches such as spot zoning or intensification of zoning.

Of the three areas of the City, patterns of disinvestment were the most visible in the northern area. Downtown has experienced over two decades of re-investment through redevelopment, intensification, and downtown has been revitalized. The revitalization of downtown has inspired property owners and residents in areas surrounding downtown to re-invest as well. With the

revitalization of downtown and considerable public investment in the infrastructure within Rio Salado, development opportunities are offered in the Rio Salado area. Apache Boulevard has been designated for redevelopment offering infill and redevelopment opportunities. There are opportunities for historic property preservation and restoration. In general, there are opportunities in this northern area for infill and re-use.

The central area is dominated by residences, centrally situated schools/parks, and corner shopping centers. It is maturing. Timely application of management and maintenance insures this area's stability providing little room for any pattern of disinvestment.

The southern portion of the City seems to expand on the image of the central portion. It appears to be dominated by lower density residential development but does contain some intense apartment development. It also contains a considerable amount of industrial activity. Vigilant maintenance throughout this portion of the City should provide virtually no opportunity for patterns of disinvestment.

#### *Implementation Strategies*

1. Ensure a good start for all new development through requirements for high standards.

*The Zoning Ordinance.* This Ordinance is the primary "tool" for implementing General Plan 2020. The basic purpose of zoning is to segregate seemingly incompatible uses, within geographic areas referred to as districts. The Zoning Ordinance describes the intent, character and composition of each of the numerous zoning districts, and provides detailed development requirements where applicable. The Zoning Ordinance has been modified over the years and adapted to deal with new and more demanding development proposals. This "tool" will continue to be revised, upgraded and improved to meet the demands of transition.

*The Subdivision Ordinance.* This Ordinance establishes procedures and requirements for the development and division of larger pieces of land into small, individual lots for sale or lease. The Subdivision Ordinance continues to be revised to improve processing procedures and be consistent with other development oriented standards.

*The Design Review Ordinance.* This Ordinance enhances the attractiveness of development by applying high standards of design excellence for building design, landscaping and signing throughout the City. This Ordinance has proven its effectiveness for over three decades of use in Tempe. Its effectiveness has been enhanced with the application of additional Quality Design Standards for all new apartment developments. These Standards attempt to quantify physical measures that are part of quality of life concerns.

2. Implement maintenance practices that discourage and strive to eliminate patterns of disinvestment.

*The Nuisance Ordinance.* The purpose of this Ordinance is to cover a multitude of conditions or situations that threaten or inhibit orderly, safe and healthy life in an urban environment, for its citizens to turn to the City to seek assistance or solutions to adverse conditions or situations.

*The Rental Housing Ordinance.* The purpose of this proposed Ordinance is to protect the public's safety, health and welfare through the establishment of standards for rental housing. It provides exterior and interior maintenance standards for those responsible for rental housing, thus guarding against the creation of blighting and slum conditions and the spread of such conditions that would impact neighborhoods and property values.

*The Neighborhood Enhancement Ordinance.* The purpose of this Ordinance is to abate, by pro-active enforcement, specific conditions or situations which contribute to neighborhood deterioration and threaten or inhibit, orderly, safe and healthy life for its citizens in an urban environment and its neighborhoods.

3. Implement management practices that further discourage patterns of disinvestment.

*The Neighborhood Program.* This program helps interested residents voluntarily organize, establish and operate associations. It is the primary management practice utilized by the City Council in order to make information available to residents to recognize patterns of disinvestment, communicate with The City Council, create the necessary understanding of how the City works and help associations establish goals and objectives as well as develop-Specific Area Plans.

*The Crime-Free Multi-Family Housing Program.* This program is designed to help residents, owners and managers of rental property, to keep drugs and other illegal activities off their properties. The program combines education, information and security evaluation of rental property, for those interested in program participation.

*The Tempe Historic Preservation Plan.* This program is designed to foster economic vitality through preservation of properties, which contribute to the historic character of the community.

#### *Objective 4. Protect noise-sensitive areas in Tempe to the greatest extent possible.*

##### *Rationale*

Phoenix Sky Harbor International Airport, owned and operated by the City of Phoenix is located on the north side of the Salt River, immediately west of Tempe's City limits. Tempe realizes many benefits from its close proximity to the Airport, including the convenient access to and from downtown, neighborhoods, industrial parks and the Rio Salado Project. At the same time, the airport's location means some areas in the city are more vulnerable to airport noise, than any other city in the East Valley. Since adding the capacity to handle commercial jet carrier service in the early 1950's, the Airport has been one of the fastest-growing airports in the country. Its seven-fold increase in total passengers per year between 1970 and 1990 exceeded the rate of any other U.S. metropolitan airport. The number of annual passengers, take-offs and landings are projected to increase significantly into the 21st century, based on long-range forecasts of national airline yield, metropolitan population, employment and economic growth.

In 1987, Sky Harbor Airport sought to retain its position as the Valley's primary commercial airport and so proposed a new third runway that would align with Third Street in Downtown Tempe. The proposed runway triggered extensive debate and spawned renewed interest in the construction of a regional airport. The proposal also required that Phoenix undertake an Environmental Impact Statement. In 1991, Tempe submitted formal, extensive and largely critical comments on the Draft Environmental Impact Statement, and eventually filed lawsuits against the FAA and EPA, challenging the adequacy of the Final Environmental Impact Statement and contending that the FAA was subject to the new Federal Clean Air Act "conformity" requirement.

As a result of mediation, sponsored by the Federal Ninth Circuit Court of Appeals, Phoenix and Tempe signed an Intergovernmental Agreement on Noise Mitigation flight Procedure in September 1994. Under this agreement Phoenix agreed to install a Noise and Flight Track Monitoring System with a remote computer link in Tempe to permit Phoenix and Tempe to monitor aircraft compliance with accepted noise abatement procedures, such as annually equalizing the number of east and west takeoffs and adhering to specific take-off and landing patterns over Tempe. Phoenix also agreed to update the Federal Aviation Regulation Part 150 Noise Compatibility Study and Plan before the third runway becomes operational. A Part 150 Plan typically describes the steps that an airport must take to abate aircraft noise and suggests measures to make nearby land use compatible with the airport, including adopting noise overlay zoning districts, soundproofing buildings, obtaining aviation (noise) easements and considering the impact of airport noise on community development proposals. For its part, Tempe dismissed the lawsuit and agreed not to oppose the third runway. Tempe also **agreed** to implement, jointly with the City of Phoenix and consistent with applicable laws and regulations, the land use management strategies in 1989 F.A.R. Part 150 Plan referred to in the Intergovernmental

Agreement. In 1995, Council appointed the Tempe Aviation Commission to advise it on all aviation-related matters.

It appears that persistent monitoring and maintaining on-going, constructive discussions of airport issues with Phoenix is essential to promoting and protecting Tempe's significant investment- in revitalizing any neighborhoods, redeveloping portions of the Downtown and building those parts of the Rio Salado Project, that are affected by noise from aircraft using Sky Harbor Airport.

#### *Implementation Strategies*

1. Resolve airport issues to promote and protect residential and commercial land uses in Tempe based on the current configuration and operation of Sky Harbor Airport.
2. Concurrently with the City of Phoenix implement acceptable land use measures as may be set forth in the 1989 Phoenix Sky Harbor Part 150 Noise Compatibility Plan.
3. Monitor airport noise and flight paths to promote full compliance with the Intergovernmental Agreement and the noise mitigation flight procedures.
4. Promote regional aviation solutions that are beneficial to Tempe.

#### *Objective 5. Encourage continued growth in Tempe through infill development, land re-use and redevelopment.*

##### *Rationale*

The City Council has determined that development of remaining vacant land will be viewed as infill. To encourage infill development, the City will work to develop and apply creative zoning techniques and flexible design requirements.

Land re-use is defined as developed land which may be underdeveloped and is seeking to intensify in use. Intensification could be in the form of simply expanding existing development on the land or in the form of bigger, more complex development.

Redevelopment is defined as an effort that brings the City and the development community into a public/private partnership in a joint effort to create more useful and meaningful land use patterns. This effort would typically require assembling parcels of land, clearing existing development and rebuilding to present day standards.

These sensitive types of development will be negotiated in the best interest of the surrounding area and the City of Tempe as a whole. The City will look beyond traditional and conventional tools to more sophisticated and flexible techniques that will enable the City to deal with infill, land re-use and redevelopment in a constructive and creative manner. These - techniques will engage the City, developers and neighborhoods in the development process. While these techniques are not new and have been used in some situations in the City before, there are some that have not been part of standard operating process due to the City's predominant use of conditional zoning.

In dealing with infill, land re-use and redevelopment, the application of listed Land Use Principles should be considered to guide the development process. The Land Use Principles are as follows:

The applicant/developer shall bear the responsibility for demonstrating that a proposed development is of public benefit and will lend support to neighborhood efforts and plans, whether it be in concern with or deviate from, General Plan 2020.

The increase/decrease in intensity of land use or re-use should be quantifiably measured against the intensity of the prevailing land use as well as impact on prevailing land use. Intensification should generally be discouraged if an accompanying zoning request compounds or creates a "strip zoning" or "spot zoning" pattern. Consideration may be granted only if potentially negative influences are mitigated and deemed acceptable by the City Council.



The impact of the proposed development on the City's infrastructure (i.e. water; sewer; utilities; or streets, in terms of anticipated traffic generation, projected carrying capacity, projected volume, need for more streets, etc.) should be quantifiably measured against the impacts of the prevailing land use. If there are concerns a determination shall be made by the City Council.

A proposed development should incorporate quality of life Elements, reflect quality physical development characteristics (such as unique site design, building design and landscaping), integrate and/or provide access between varied uses, deal creatively with all modes of transportation, create meaningful and viable common open space, parks and/or greenbelts, reduce/eliminate physical barriers as well as provide for residential, employment, educational and shopping opportunities.

A proposed development should incorporate transit facilities and other modes of transportation along the streets that support local and regional transportation. goals and plans.

In the case of residential development, density credit shall be given to an entire property if it is owned by the developer and land within the property is dedicated for purposes of rights-of-way, transit facilities, schools, parks, open space, recreational amenities and public art. No density credit shall be given if any portion of the property is required to be purchased by the City for these purposes. No density credit shall be given for any portion of the property that is subdivided for commercial, office or industrial purposes.

The exception to this is integrated or mixed-use development that incorporates a residential component. If the residential component shares in common Elements with the non-residential component of the development, such as parking and no other portions of the property need to be purchased by the City, then the entire property under one ownership can be used to calculate density.

For information relating to density and its calculation, refer to case study following page 26.

### *Implementation Strategy*

1. Utilize creative tools and techniques to deal with infill development, land re-use and redevelopment, including the following:

*Conditional Zoning.* It is the traditional tool used by the City in the granting of zoning -with acceptance of specific development conditions by the developer. It is the most immediate tool that can be modified or adapted to deal with infill, land re-use and redevelopment.

*Zoning with a Development Agreement.* It is used in conjunction with conventional or conditional zoning, but goes an additional step in the use of a legally binding agreement between the developer and the City.

*Flexible Zoning.* It is a technique in adjusting the locations of buildings and density on a development site to allow for cluster-oriented development as well as enhancing the location of open space, especially near, or adjacent to, environmentally sensitive areas.

*Bonus/Incentive Zoning.* It is a technique in which there is an exchange for amenities to the City, allowing development to exceed established development standards, ranging from building heights-to density.

*Impact Zoning.* It is a modeling technique that considers the impact of development as measured against performance standards rather than the more traditional -use of density criteria in conventional zoning. It considers several factors simultaneously, including infrastructure, tax and revenue issues, public service and environmental impacts.

*Performance Standards.* This is a technique in which there are specific standards used to determine the acceptability of development. The standards are normally applied to industrial zoning where there are set or determinable standards relating to noise, smoke, odors and other pollutants.

*Overlay Districts.* Overlays are used to control or restrict particular uses in special areas with boundaries different from those of regular zoning districts and may be super-imposed on regular zoning districts to establish additional regulations.

*New Zoning Districts.* New districts are created when development needs cannot be met within the framework of the ever-evolving Zoning Ordinance. Change will be accommodated by the creation of newer zoning districts where appropriate.

*Parking By Demand.* This is an individualized modeling technique that predicts the number of parking spaces realistically adequate for a project site based on specific mix of land uses as well as other factors such as transit availability, trip reduction programs and market capture.

*Neighborhood Revitalization Area.* The “NRA”, has been created by the City Council for the general-purpose of increasing flexibility for quality development opportunities, through reduced regulatory procedures and incentives, while maintaining the integrity of existing neighborhoods.

The planning tools mentioned above, are utilized elsewhere and are been presented in this document because the time for their use in Tempe may have come. The Neighborhood Revitalization Area-is a tool that combines features from some of these planning tools and other planning related practices to stimulate development.

## *Neighborhood Revitalization Area*

The Neighborhood Revitalization Area is bounded on the south by Alameda Drive (including properties along the south side of Alameda) and the City limits on the east, west and north.

The City Council recognizes that this diverse Area’s vitality and viability has been impacted by the unevenly distributed growth of the city. The Council also recognizes, the general aging of the areas varied building stock and the impacts of its varied zoning patterns on development opportunities. It is the Council’s intent to see this Area revitalized by encouraging quality development through the application of Land Use Principles and offering incentives.

### *Neighborhood Revitalization Area Land Use Principles*

Before and during, if necessary, the review process, the applicant/developer shall present documentation of having had neighborhood input regarding the proposed development in the Area.

The applicant/developer shall bear the -responsibility of demonstrating that the proposed development is of public benefit, whether the proposed development is concert with or deviates from, General Plan 2020.

In addition to the public benefit, the applicant/developer shall bear the responsibility of demonstrating that the proposed development is in concert with an adopted neighborhood or specific area plan.

Any proposed change in zoning shall be quantifiably measured against adjacent zoning and land use to determine the potential impact on adjacent land uses. If an accompanying zoning request extends “strip zoning” or creates “spot zoning”, it should generally be discouraged. Consideration maybe granted only if-potentially negative influences are mitigated and deemed acceptable by the City Council.

The impact of any development proposal on the City’s infrastructure’ (i.e. water, sewer, utilities, streets in terms of anticipated traffic generation, projected carrying capacity, projected volume, need for more streets, etc.) should be quantifiably measured against the impacts of the prevailing zoning and land use.

Any development proposal should incorporate quality of life Elements, reflect quality physical development characteristics (such as unique site design, building design and landscaping)

incorporate viable alternative forms of transportation, create meaningful and viable open space, create links to open space or parks and reduce/eliminate physical barriers as well as provide for employment, educational and shopping opportunities.

### *Neighborhood Revitalization Area Incentives*

The following are incentives that the City will consider when reviewing proposed development within this specialized area:

A minor General Plan amendment, consisting of a re-zoning under 5 acres and being reasonably consistent with adjacent zoning and land use will require only one public hearing at the Planning and Zoning Commission and one at the City Council.

The City may assist in packaging land for development within designated redevelopment areas.

The City has modified certain processing and development fees to encourage unique or desirable development.

The City may consider participation in public or quasi-public infrastructure development. The City may consider the use of special area tax incentives as applicable and as available on a development-by-development basis.

The City may consider the use of, and participation in, special improvement district financing for public and quasi-public development.

*Objective 6. Develop ordinances that implement the land use designations described in General Plan 2020.*

#### *Rationale*

The intent of General Plan 2020 is to simplify land use designations allowing for flexibility for infill development, land re-use and redevelopment. This flexibility is achieved at the implementation level through Ordinances and related regulations.

#### *Implementation Strategy*

1. Draft new ordinances that reflect the full range of tools and land use designations that are referred to in other Elements of General Plan 2020

### *Case Study Regarding Density*

Density is a calculated number of maximum allowable residential units over an entire property for residential development. Density is normally referred to in terms of "dwelling units per acre." The allowable number of dwelling units does not always describe the type or character of residential unit development. Development may mix a variety of residential unit types at different densities as long as the total number of residential units does not exceed the maximum number calculated over an entire property.

Example, a residential development is proposed on a 60-acre property with an 8du or less, per acre, designation. Hypothetically, the maximum allowable number of residential units for this property would be 480 units.

One option would spread the 8 residential units per acre over the entire 60-acre parcel to approach the allowable 480 units. This could be accommodated by basically having all the units be the standard single family detached residential house.

A second option would be to concentrate the allowable 480 units within several varied multi-story apartment or condominium buildings on a limited portion of the property and surround the balance of the property with landscaping, parking and other amenities.

A third option would be to combine a range of varying densities that would allow for varied residential types over the 60-acre property, that would approach the allowable total of 480 residential units.

This would accommodate, for example:

- 18 detached single family detached residential units on 18 acres in the 1 du/acre range;
- 52 detached single family residential units on 13 acres in the 4 du acre/acre range;
- 220-apartment units on 10 acres in the 22 du/acre range;
- 190 townhouses or condominiums on 19 acres in the 10 du/acre range.

If a property had two residential land use designations, density for residential development would be based on the acreage defined by each land use designation there would be no mixing or averaging between the two designations.

For example, a residential development is proposed on a 60-acre property with 31 acres in the 8du or less, per acre designation and 29 acres in the over 8du per acre designation. In the 8du or less, designated area the maximum allowable number of residential units would be 248 units. In the over 8 du per acre designated area the determination on density would be responsibility of the Development Services Director. The maximum allowable number of dwelling units would be based on the density proposed, character of the proposed development and compatibility with adjacent residential development.

In the 31-acre portion in the 8du or less, designated range, the maximum allowable residential units would be 248 units.

The 31-acre portion could accommodate, for example:

- 92 single family detached residential houses on 23 acres in 4 du/acre range;
- 143 apartments or condominium units on 7 acres in the 19 du/acre range;
- 13 residential units on 1 acre utilizing the R1-PAD zoning classification.

The remaining 29-acre portion would be developed in a manner that is compatible with the 31 acres in the 8du or less designated range, and, adjacent residential development.

## *Transportation Element*

### *The Goal of the Transportation Element.*

The goal of the Transportation Element is to encourage a balanced transportation system within and through Tempe which complements land use and air quality goals, is community based, preserves neighborhoods and provides mobility for all.

Objectives to attain this Goal include:

*Objective 1. Develop and implement a Comprehensive Multi-Modal Transportation Plan which provides mobility for all, complements land use and improves air quality.*

#### *Rationale*

Transportation in and around the City is a major concern for its residents, its businesses and employees as well as its visitors.

Historically, the city focused on the automobile as the primary mode of transportation. Tempe streets developed within the surveyor's grid pattern of one square mile sections of land to support a small grid development pattern. In the 1960s there was a shift to a modified large grid pattern with greater emphasis on using arterial streets to carry through traffic and using collector and local streets to carry local traffic. This modification assured that the integrity and separation of residential and non-residential areas would be maintained. However, this modified grid and its disconnected collector and local streets effectively created barriers to pedestrian, bicycle and transit modes of transportation.

Decades of Federal policies that fostered automobile-dependent development at the sacrifice of alternative modes such as transit, bicycles and pedestrians have encouraged development sprawl, congestion and the denigration of air quality in the majority of this country's urbanized areas. Federal legislation, such as the Clean Air Act Amendments (CAAA) and the Intermodal Surface Transportation Efficiency Act (ISTEA) recognizes that communities cannot "build their way out" of the problems related to congestion and poor air quality. This legislation mandates that alternative modes of transportation be given greater funding and development priority and be equally combined with additional automobile facilities. Given this mandate, a Comprehensive Multi-Modal Transportation Plan is necessary.

#### *Implementation Strategies*

##### 1. Enhance the Use of Tempe's Freeways

Seek greater utilization of the more than 24 miles of freeway system within Tempe for multi-modal transportation.

Encourage the use of the freeway system for the efficient movement of commuter traffic through the City and minimize the reliance on the City's surface arterial streets for such traffic.

Encourage the use of the High Occupancy Vehicle (HOV) lanes for buses, vanpools and carpools.

Utilize freeway right-of-way for bicycle and pedestrian travelways.

##### 2. Develop Evaluation Standards for Arterial Streets

Address the evaluation methods for modifications to the arterial street system. Consider the applicability of current street design standards for congestion management and prepare alternative solutions to roadway widening.

##### 3. Develop and Implement a Streets and Travelways Plan

Incorporate a Streets and Travelways Plan, the purpose of which would be to establish standards to accommodate all transportation modes within city rights-of-way with acceptable variations depending adjacent land uses.

Implementation may require reasonable efforts to retrofit the modified grid to make disconnected collector streets and local streets work effectively for all modes, especially bicycles, pedestrians and transit. This would help provide more options for all transportation modes.

4. Develop and implement a Pedestrian Plan

Incorporate a Pedestrian Plan, to identify pedestrian circulation and support pedestrian-oriented development, whether it be new or in the form of redevelopment. It would also provide for the systematic completion of side walks on both sides of all streets throughout the City as well as amenities such as shade, water, seating, trash containers, lighting, grade separations or separation from automobile traffic and sympathetic traffic signal timing. The plan would also call for completion of improvements for disabled users, such as ramps, bus stop pads and continuous connections, as well as seek to incorporate, pedestrian facilities, whether at-grade or with grade separations in off-street locations such as canal banks, railroad right-of-way and utility easements.

5. Incorporate and Implement the Bicycle Plan

Incorporate the Bicycle Advisory Committee's Bicycle Plan and implement its extensive system of bike lanes, bike paths, on-street signed bike routes that will ultimately cover every part of Tempe with connections to neighboring cities.

Since its establishment in 1986, the Committee and City have engaged in an ongoing process to improve the quality and quantity of bicycle facilities in Tempe, updating the Bicycle Plan in 1991 and in 1995. The objectives of the plan are to: make bicycling safer in Tempe, encourage the use of the bicycle as a part of the transportation system and improve the bikeway system by providing facilities for all types of bicyclists. Proposed improvements are grouped into three implementation phases: Short Range (five years), Long Range (six to twenty years) and Ultimate (beyond twenty years).

6. Incorporate and Implement the Transit Plan

Incorporate the Transit Plan and, implement its provisions. The Plan was developed by the citizens' Transportation Commission and adopted by City council with the intent of using transit as a major part of the City's solution to transportation, congestion and air quality concerns. The City has been active in regional efforts to develop a regional transit system including rail, bus and Dial-a-Ride. Due to the failure to fund a regional system, the City has concentrated on providing expanded local transit service connecting to available service in, adjacent cities or the region. Plans also include Valley cities joining existing and new funding sources to expand local and regional transit service.

The Transit Plan was developed in 1989, through extensive citizen involvement and updated in 1995. The Plan recommends improved bus service (frequency and hours of operation); additional routes and better connections; improved employer assistance to meet Maricopa County Travel Reduction requirements; expanded Dial-A-Ride service; the promotion of land use and parking objectives to complement transit; improved facilities making transit easier to use and improved coordination of regional transit services.

Based on Tempe voter approval of a dedicated transit tax in September, 1996, a comprehensive implementation of the transit plan will meet these transit objectives.

*Objective 2. Promote land development that integrates multiple modes of transportation, including single occupancy vehicles, transit, pedestrians and bicycles.*

*Rationale*

In recent years, the City's transportation efforts have focused on meeting current and projected demands on surface streets, improving bicycle, pedestrian and transit facilities and integrating local circulation systems into regional transportation systems. The challenge now facing Tempe is to devise strategies that sensitively integrate transportation demands with land re-use, air quality, noise abatement and energy conservation, neighborhood protection and community stability.

In efforts to meet increasing demands on surface streets, the response in the past has been street widening. However, land is a very valuable commodity in a land-locked and built-out city like Tempe. The City Council has seen the impacts of widening, e.g. the loss and disruption of residential development, displacement or elimination of businesses, diminishment or elimination of public / private landscaping, right-of way acquisition and utility relocation and upgrades to meet newer standards and related high costs. The Council feels that additional widening would heavily impact two significant Elements of Tempe's quality of life, its livability and sociable character

Therefore, General Plan 2020 assumes that the City's streets have been built and that there will be no additional widening of arterial, collector or local streets for the expressed purpose of increasing automobile capacity to reduce congestion. The Plan supports the belief that congestion and street narrowing both serve as traffic calming strategies and that solutions to congestion must go beyond street widening and be met through the Comprehensive Multi-Modal Transportation Plan.

*Implementation Strategies*

1. Develop alternatives to street widening for the expressed purpose of increasing automobile capacity or reducing congestion.
2. Implement traffic calming strategies and encourage alternate modes of transportation to reduce congestion.
3. Maximize use of existing City right-of way to implement a multi-modal transportation system.
4. Work with the Arizona Department of Transportation to minimize the negative impacts of freeways in Tempe.
5. Work with neighborhoods to incorporate transportation considerations in their planning processes, using the Neighborhood Traffic Management Program and pedestrian design models, for the purposes of minimizing cut through and other negative traffic impacts, thus assuring a positive role for transportation in neighborhood preservation.

*Objective 3. Create ordinances, policies or design guidelines that support the Comprehensive Multi-Modal Transportation Plan.*

*Rationale*

For goals of the Comprehensive Multi-Modal Transportation Plan to be realized, regulatory changes must be made and incorporated into the documents relating to zoning regulations as well as the development review process. This would assure greater coordination of land use and transportation planning in the City. These documents should address the City's intent to incorporate recommendations for transit-oriented design as well as design for other alternate transportation modes.

*Implementation Strategies*

1. Coordinate a concentrated effort to review development-related documents and determine necessary or anticipated changes as part of preparing Comprehensive Multi-Modal Transportation Plan.

2. Work with Development Services, Public Works and Public Safety functions of the City to revise development related documents and review processes to assure that appropriate site design for transit and other transportation modes are incorporated into public and private development projects.

*Objective 4. Reduce air pollution by encouraging mixed-use development and incorporating non-polluting modes of travel into the urban design.*

*Rationale*

Transportation historically has had a negative impact on air quality due to urban design, which has encouraged automobile dependence. Given the City's location in the center of a growing region, which is an air quality nonattainment area, the City's transportation and land use planning should support the goals and lead to implementation of air quality attainment strategies including design which encourages use of less - polluting modes such as transit, bicycle and pedestrian.

*Implementation Strategies*

1. Review air quality strategies and commitments by the City in the region's air quality plans relative to transportation and identify methods to implement.
2. Incorporate transit - oriented design into the City's planning process as identified in Objective Three.

*Objective 5. Actively involve citizens in the transportation planning and project review process.*

*Rationale*

Tempe's success as a city has always been as a result of active involvement by its citizens. For example specific transportation issues have been dealt with through two committees, a ad-hoc Transportation Committee, created in 1987 and formalized by Ordinance in 1996 and the Mayor's Advisory Bicycle Committee, created in 1985 and formalized by Ordinance in 1986.

Citizen involvement through neighborhood associations has been important in transportation issues. Their involvement has ranged from regional issues such as freeway design and enhancements and rail service to local issues such as traffic calming and mitigation, street closures and sidewalk installation.

*Implementation Strategies*

1. As identified in the Transportation Commission Ordinance, assure that the City's on - going transportation plans and processes have significant public review and involvement in the planning, design and implementation stages.
2. Continue to refine Neighborhood Traffic Management and neighborhood pedestrian design models for use in developing transportation improvements.

*Objective 6. Establish long - range goals to shift travel from the automobile to other modes especially in the areas of Downtown and the Rio Salado Project.*

*Rationale*

The future trip generation of the area within the Rio Salado Project and Downtown as they build out to higher density will greatly tax capacity of the arterial and collector street system. Reliance on a traditional automobile service pattern is both infeasible and counter to the goals for air quality and a pedestrian orientation to these areas. Therefore, non-auto modes must be part of the planning and site planning for these areas from now on.



#### *Implementation Strategy*

1. Prepare Downtown and Rio Salado Project area circulation Elements as part of the Comprehensive Multi-Modal Transportation Plan. Address policy regarding desirable mode shifts as part of the development of the Plan.

*Objective 7. Establish policy regarding high capacity transportation corridors in and through the City including freeways, major arterial, rail and bus corridors.*

#### *Rationale*

Long range planning for high capacity corridors was addressed in the 1980's and requires updating. The update should consider corridor locations, associated land use and development issues. As the City builds out these issues become important in that new or modified corridors demand a significant commitment of land and capital costs.

#### *Implementation Strategy*

1. Prepare a major investment study for the City's transportation corridors which addresses all potential long-range corridors locally and regionally for all modes and identifies the need for related land use design policies.

**Refer to the following approved documents for additional information:**

**Regarding regional circulation reference the Central Phoenix/East Valley Major Investment Study – Regional Public Transportation Authority and City of Tempe**

**Regarding regional circulation and alternative modes of transportation reference the MAG Fixed Guideway Study – Maricopa Association of Governments**

**In addition, the following draft documents contain information that would amend this Element should they be approved:**

**Regarding alternative modes of transportation the MAG Commuter Rail Study is *in progress*.**

Regarding regional circulation the Scottsdale/Tempe Major Investment Study is in progress.

Regarding transportation modes, routes and land uses the Comprehensive Transportation Plan is in progress (this includes updates to all existing elements plus new streets, pedestrian and high capacity elements and corridor studies for University Drive, Apache Boulevard, Broadway Road, and Downtown/Rio Salado Parkway)

Regarding pedestrian access and facilities, the Pedestrian Oriented Design Guidelines, Regional Public Transportation Authority and City of Tempe is in progress

Regarding alternative modes of transportation the Light Rail Project Urban Design Guidelines by the Regional Public Transportation Authority is in progress.

## *Economy of the City Element*

### *The Goal of the Economic Element*

The goal of the Economic Element is to retain, increase and diversify the business and industrial enterprises that make up the economic base of the City.

Objectives to attain this goal include:

*Objective 1. Assist in the retention and expansion of viable existing business and industry.*

#### *Rationale*

As the City approaches build out, economic growth can no longer be based on an increasing tax base from a rapidly expanding development area. Such an expanding tax base is traditionally considered a stabilizing factor in dealing with inflation, accommodating capital improvements and meeting the increasing demands for municipal services. Being land-locked and built out, it is important that the viable enterprise is retained and expansion is accommodated.

#### *Implementation Strategies*

1. Identify individual business needs and identify concerns and report needs and concerns to the City Council.
2. Monitor and assist in the expansion plans of existing businesses.
3. Maintain land use relationships that meet the needs and interests of existing business and industrial enterprises.

*Objective 2. Recruit quality companies at the forefront of economic and technological change.*

#### *Rationale*

With build out, generalized economic growth for the mere purposes of expanding tax base is less critical. The City must be increasingly selective in obtaining the best diversity for a sustainable economic base. It is essential to seek out companies or businesses that use; or re - use, land wisely, pay property taxes, provide value - added job opportunities and generate sales tax; as well as enhance the City's reputation of being a progressive partner with those businesses and industries in the forefront.

#### *Implementation Strategies*

1. Build on the strengths that have retained and expanded existing business
2. Maintain the necessary organizational ties through GPEC (Greater Phoenix Economic Council).
3. Develop and maintain relationships with business and industry that provide the contacts that can enhance the City's presence and position in attracting forefront business and industry.
4. Update the City's Economic and Development Strategy.

## *Public Buildings Element*

### *The Goal of the Public Buildings Element*

The goal of the Public Buildings Element is to guide development of necessary public buildings throughout the City to meet and maintain the wide range of services provided by the City.

Objectives to attain this goal include:

*Objective 1. Adopt and maintain a City of Tempe Facilities Master Plan.*

#### *Rationale*

The purpose of the Facilities Master Plan is to project the building requirements of the City and develop a plan for the future development of these requirements.

Over Tempe's years of growth and development, extensive cooperation between appropriate agencies has enabled the City to provide necessary public buildings and related facilities. There is no compromise in the City's intention to maintain and develop buildings and related facilities as needed to maintain a high quality of life to its residents and to provide services in the most efficient and effective manner in the years to and beyond build out. It will be in those years beyond build out that the need and application of this Facilities Master Plan will be most critical, as the availability of land has diminished and associated costs related to land acquisition for re-use become critical.

Through the growth and development years, Tempe's array of public buildings has added public schools, police and fire stations, a library as well as community/civic centers. The locations of existing facilities are shown on the Existing Land Use Map, while locations of known projected facilities are indicated on the Projected Land Use Map.

#### *Implementation Strategies*

1. Implement the Police Department's Plan for decentralizing police activities into four quadrants of the City with responsibilities and deployment decisions done at the beat level.
2. Implement the Fire Department's Five-Year Plan as adopted by City Council to meet the anticipated needs of the department for four fire stations; two new and two relocations to increase accessibility to development. The Fire Administration maintains office space at main municipal complex in downtown as part of its role in the development process.
3. Maintain and expand community and municipal facilities as needed. The majority of community facilities are centrally located at the southwest corner of Rural Road and Southern Avenue, including the Public Library, the Tempe Historical Museum, the Edna Vihel Center as well as the Pyle Adult Recreation Center. Other municipal buildings are strategically located throughout the City to meet the needs of its residents. The Harry E. Mitchell Government Complex in downtown Tempe is the main municipal complex. It includes City Hall and administrative offices for the Police Department and the municipal courts. New planned public buildings include the Criminal Justice Facility on Apache Boulevard and the Performing Arts Center on Rio Salado Parkway and the North Tempe Multigenerational Center in North Tempe.

*Objective 2. Incorporate and implement the Facilities Master Plan as an Element of the Capital Improvement Program.*

*Rationale*

The Capital Improvement Program is an annual process that outlines and updates a five-year program for varied City projects, covering project prioritization, project construction costs and timetables, property acquisition and financing.

*Implementation Strategies*

1. Insure that public buildings needs are prioritized and incorporated into annual CIP budget process.

*Objective 3. Work with outside agencies to assist them in meeting their needs.*

*Implementation Strategy*

1. Cooperate with the various school districts serving Tempe residents, the Tempe Union High School District and the Tempe and Kyrene Elementary School Districts as well as the Scottsdale Unified School District No 48 to assure necessary facilities are provided, in that none of the school district boundaries are contiguous with the municipal boundaries of the City.

For current statistical and demographic information, as it pertains to locations of civic and community centers, public schools, libraries, police, fire stations and other public buildings, refer to the Statistical Report.

## *Urban Design Element*

### *The Goal of the Urban Design Element*

The goal of the Urban Design Element is to encourage the use of urban design in public development.

The Objective to attain this goal:

*Objective 1. Enhance the tangible Elements of quality of life by implementing urban design techniques.*

#### *Rationale*

Building a physically attractive and unique community is one way to Improve quality of life in the community. People desire an attractive and pleasant environment in which to live, work, shop as well as spend their leisure time. The City of Tempe continues to pursue these objectives in each and every new development as well as in the upgrading of existing developments when opportunities are presented.

One aspect of Urban Design is public art, which is discussed separately in the Art in the City Element of the General Plan.

The diversity of Tempe's residents with physical limitations requires that all urban design permit access throughout the City, in accordance with the Federal American's with Disabilities Act.

#### *Implementation Strategies*

1. Incorporate unique and unifying urban design Elements, for such things as parks and municipal buildings/complexes, street furniture, transit shelters, bicycle facilities, sidewalk enhancements, modular traffic signals and street lights and intersection and crosswalk details. The public side of the Elements can be implemented through the Capital Improvements Program. The private side can provide complementary Elements through the development process.
2. Develop an overall plan for median treatments to enhance roadway aesthetics and provide additional landscaping. Two versions can be utilized. One version is level with the roadway surface and utilizes a textured surface as its identifying characteristic. This version is used to provide and to accommodate turning traffic. The second version is raised and landscaped. This version is used on streets where additional landscaping is desired.
3. Develop a Street Tree Program. Trees have been encouraged and provided as an amenity for many years in Tempe, first along arterial streets and more recently along collectors. It has resulted in an abundant number of trees along City streets thus providing a pleasant, visual "soft edge" to the otherwise "hard edge" of an urban environment. Trees also provide shade, which is a necessary pedestrian amenity in this desert environment.
4. Landscape and maintain Reverse frontage areas. This situation addresses a residential development pattern where. "back yards" of residential properties "front" on arterial streets. In order to enhance these "reverse frontages," landscaping has been used extensively.
5. Identify entry into/exit from the City through City Gateway development. Gateways make an important statement. about how a community wants to be perceived as well as how it "feels" about itself. Tempe's gateway statements say that it is a physically and visually dynamic, as well as a progressive, vital and vibrant community.
6. Systematically underground utility lines. This practice has made use of technological advances that make it possible to underground various types of utility transmission lines. These advances were incorporated into standards of residential and non-residential development as Tempe developed to the south. The City may implement a systematic program to retrofit older areas of the City by combining the resources of the City's Capital

Improvements Program and the appropriate utility distributors, to underground Everything from 12KV and under transmission lines, telephone and cable lines.

Refer to the following approved documents for additional information specific to urban design issues:

Regarding zoning, reference the Zoning Ordinance.

Regarding design review, reference the Design Review Ordinance.

Regarding the City of Tempe Amendments to the Uniform Building Code reference Tempe Code.

Regarding CPTED, reference the Crime Prevention Through Environmental Design Guidelines

Rio Salado Specific Area Plan

Regarding historic preservation as it pertains to urban design and development, refer to the Tempe Historic Preservation Plan, Historic Preservation Ordinance, City of Tempe Multiple Resource Area Update, and Post World War II Subdivisions in Tempe Arizona Draft Report.

Regarding accessibility issues in urban design refer to the Federal American's with Disabilities Act.

## *Art in the City Element*

### *The Goal of the Art in City Element*

The goal of the Art in the City Element is to ensure that an atmosphere is maintained in Tempe in which the arts can flourish.

Objectives to attain this Goal include:

#### *Objective 1. Develop a City-Wide Arts Plan*

##### *Rationale*

Many believe that the greatness of a City is defined by its arts. In that spirit, the City Council has committed to integrating art into the physical development of the City in order to create an atmosphere in which the arts can flourish and inspire its residents.

The City Council, Municipal Arts Commission and Design Review Board recognize that the arts and good physical design are essential to the sociable and livable character of the City and that its art presents Tempe as a progressive and uniquely identifiable community. Tempe has strong community theater and arts groups, talented artists and crafts people and numerous activities that appeal to the cultural interests of residents and visitors.

##### *Implementation Strategies*

1. Maintain the Percent for Art Ordinance.

Through this Ordinance the City Council commits public sector funds in an amount equal to one percent of the total annual Capital Improvements Program (CIP) budget to the Municipal Art Fund. This ordinance complements private sector requirements to incorporate art into places of public access, either on a permanent or temporary basis. Locations include parks and public buildings such as libraries, government offices and civic/community centers.

2. Maintain the Annual Arts Plan prepared by the Arts Commission through which CIP funds are allocated for art. This Plan sets forth objectives for the arts in Tempe, taking into consideration public and private visual arts, festivals, performances and available facilities that would enhance the quality of life in the City.

3. Maintain the Art in Private Development Ordinance. Through this Ordinance developers are required to provide an on-site piece of art in commercial or office development or contribute an equal value in cash to the Municipal Arts Fund. This Ordinance complements municipal efforts through the Percent for Art Ordinance.

4. Implement and maintain the Rio Salado Public Arts Master Plan. This Plan is a policy document of the Rio Salado Specific Area Plan and an addendum to the Rio Salado Overlay District. It serves as a Set of guidelines for the arts supported by the public and the private sector.

5. Develop a Neighborhood Arts Plan to be incorporated into the Annual Arts Plan.

#### *Objective 2. Identify and encourage Arts Districts throughout Tempe.*

##### *Rationale*

The potential areas for Arts Districts do not easily delineated geographical boundaries to present in text form. Areas to be considered could include the Rio Salado Project, Downtown Tempe, Old Eighth Street, the Civic and Cultural Center, as well as Kiwanis Park.

##### *Implementation Strategies*

1. Incorporate into General Plan 2020 a map indicating the potential areas for Arts District when developed.
2. Work with property owners in potential areas to develop specific details for their Arts Districts.

## *Housing Element*

### *The Goal of the Housing Element*

The goal of the Housing Element is to encourage and maintain a diverse range of housing opportunities for Tempe residents.

Objectives to attain this Goal include:

*Objective 1. Encourage diverse forms of housing opportunities throughout the city to meet the needs of residents and their lifestyle.*

#### *Rationale*

Tempe has made efforts through its General Plans and Zoning Ordinance to encourage a range of housing for all income levels and types of individual and groups. Presently, Tempe has over 64,000 dwelling units. This total is the sum of several categories of unit types ranging from detached single family units to trailers/mobile homes. Most of the housing available in Tempe is relatively new and in good condition. Information from the 1990 Census indicated that 71 % of the housing available was built after 1970.

As Tempe builds out, it is important that the available housing stock in Tempe be maintained so that a diversity of housing remains available for both new residents and existing residents with changing needs.

#### *Implementation Strategies*

1. Implement the **2000-2004 Consolidated Plan and appropriate Annual Action Plans**. It consolidates a wide range of existing programs, such as the Comprehensive Housing Affordability Strategy (CHAS), Community Development Block Grant (CDBG), Home Ownership Made Easy (HOME), **Housing for Persons with AIDS (HOPWA) and Analysis of Impediments to Fair Housing Choices**,
2. Continue to provide affordable housing through the Section 8 Housing Assistance Program Administered through the Federal Department of Housing and Urban Development. It assists the elderly and disabled, small, low-income families; and large, low-income families through subsidies. The Program operates under Federal guidelines and voluntary participation of landlords.
3. Continue to provide funding for the Community Assisted Mortgage Program (CAMP), which provides downpayment assistance for first time homebuyers.
4. Provide creative and flexible development opportunities to encourage diverse forms of owner occupied housing.

*Objective 2. Ensure that all housing is maintained in a safe and healthy condition.*

#### *Rationale*

The City has traditionally been diligent in applying and enforcing all aspects of code requirements in the process of plan review and field inspection at the time of new construction. The same is true in existing buildings with minor additions as well as with major expansions. This tradition is not going to be compromised by the City as it builds out and matures.

The City recognizes the fact that its overall stock of buildings is aging. The City also recognizes that there is change in the materials for construction, some materials get upgraded and improved, some materials become obsolete and some are no longer available. The changing codes should recognize and incorporate the new with an understanding of the old. The value of older buildings in reflecting a sense of continuity to the community is recognized and where appropriate, will be balanced against the demands of stricter codes.



#### *Implementation Strategies*

1. Adopt and enforce the most current Building Codes. -
2. Amend the Uniform Building Code to recognize the provisions of the model State of Arizona Historic Building Code, as developed by the Arizona Historical Advisory-Commission.
6. Adopt and enforce a Rental Housing Code.

#### *Objective 3. Develop and maintain a comprehensive housing rehabilitation and maintenance program.*

##### *Rationale*

With build out, all buildings in the City, whether they be office, commercial, industrial or residential need attention and

maintenance.

##### *Implementation Strategies*

1. Utilize both Federal and City funding sources for rehabilitation.
2. Implement the Consolidated Plan described in the Conservation of the Man-Made Environment Element.
7. Use and expand existing maintenance programs and create new maintenance programs when necessary.
8. Continue to provide affordable housing opportunities for homeowners through Tempe's Homeowner Rehabilitation, Emergency Repairs and Accessibility Modification Programs.

Refer to the following approved documents for additional information specific to housing issues:

For current statistical and demographic information, as it pertains to existing housing, refer to the Statistical Report.

For information regarding design principles and standards, refer to the Subdivision Ordinance.

For information regarding alternative housing types, refer to the Multifamily Development Design Guidelines.

For information regarding home ownership assistance with historic properties, maintaining housing for diversity and neighborhood preservation, refer to the Historic Preservation Plan.

Housing is also integrated into references in the following Elements: Urban Design; Safety; Neighborhood Preservation, Rehabilitation and Redevelopment.

# *Neighborhood Rehabilitation, Redevelopment and Historic Preservation*

## *The Goals of the Neighborhood Rehabilitation, Redevelopment and Historic Preservation Element*

The goals of the Neighborhood Rehabilitation, Redevelopment and Historic Preservation Element are to:

- ?? **guide redevelopment and historic preservation**
- ?? **ensure that neighborhood organizations have an ongoing role in the continued development of the City**
- ?? **create viable neighborhoods, that include residential areas and adjacent commercial, industrial and recreational areas. (Viable neighborhoods have the physically identifiable character of having no patterns of disinvestment and residents have a participatory role in neighborhood management, development and planning, setting goals and objectives as well as strategic directions, identifying problems and solutions and assuring implementation at the most appropriate level of action).**

Objectives to attain this Goal include:

*Objective 1. Implement the Housing and Redevelopment Consolidated Plan.*

### *Rationale*

Tempe's first commitment to redevelopment was in its original downtown area, in late 1960's. Devastated by the advent of shopping centers in proximity to newly developing residential subdivisions in the southern portions of the City, the Downtown had fallen victim to patterns of disinvestment. In building City Hall downtown in 1968, Tempe took its first step into redevelopment. After City Hall was completed in 1970, Tempe pursued Federal financial assistance for a program Downtown that included the redevelopment, rehabilitation and revitalization of substandard buildings, elimination of blighting influences, modification of street systems, improvement of parking, addition of pedestrian amenities and assembly of land for new construction. This ongoing commitment has transformed the downtown.

Additionally, in the early 1970's the City Council also targeted the predominantly residential area of Victory Acres for, redevelopment and rehabilitation. This redevelopment project included the removal of substandard buildings, the elimination of blighting influences and improvement to the infrastructure, including street paving, curbs and gutters, street lights as well as sewer and waterlines.

The City will continue to use such redevelopment measures when deemed appropriate and necessary by all parties involved. Future redevelopment efforts will seek funding from the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) and the Home Ownership Made Easy (HOME) Programs will be directed by the Consolidated Plan with periodic updates as required by the HUD.

The Consolidated Plan is a regulatory requirement of HUD. The Plan is developed locally to provide a coordinated management tool for administering and funding all HUD Programs. The ultimate purpose of the Consolidated Plan is provide decent housing and create suitable living environments.

Based on the current Consolidated Plan, future redevelopment efforts will be focused on working with neighborhoods on a long-term basis and on non-residential facilities towards their rehabilitation and revitalization on a site-by-site basis.

#### *Implementation Strategies*

1. Meet the short and long- term objective of the Housing and Redevelopment Consolidated Plan.
2. Utilize the **Neighborhood Preservation, Rehabilitation and Redevelopment** Element of General Plan 2020 to identify possible redevelopment concerns.

*Objective 2. Implement the Historic Preservation Ordinance and Historic Preservation Plan, and to maintain status as a Certified Local Government Program (CLG).*

#### *Rationale*

Though Tempe is a relatively new city, the idea of historic preservation and fostering a greater “sense of place” for Tempe as a whole has grown. Along a growing sense of community pride for older residential and non-residential areas and proof that restoration efforts can be a sound investment, there has been increased public support for historic preservation.

In the on-going trend of the Federal government returning many decision-making processes to lower levels of government, a joint effort between the Federal and State governments resulted in the establishment of the Certified Local Government Program (CLG). The intent of the CLG Program is to return the decision-making related to historic preservation to the local governments, subject to the local government complying with specific certification standards.

Within this context, the City attained status as a Certified Local Government on November 14, 1996. **Tempe has committed to historic preservation planning by the creation of the Historic Preservation Ordinance, the formation of the Historic Preservation Commission and the development of the Historic Preservation Plan.**

#### *Implementation Strategies*

1. Maintain the Tempe Historic Preservation Office for following a process for historic property identification, explanation, designation, registration, review of alterations or impacts, documentation and listing, public participation.
2. Staff a Historic Preservation Officer who maintains a register of historic properties and reviews and approves proposals for alterations, new construction, demolition or removal of historic properties.
3. Consult with the Historic Preservation Commission for recommendations to other Boards and Commissions regarding the designation of landmarks, historic properties and historic districts.
4. Use the Historic Property Designation Process to identify and formally list properties on Tempe’s Register of Historic Places.
5. Refer to the Tempe Register of Historic Places, which includes properties both formally listed and properties designated as “historically eligible” or “archeologically sensitive”.
6. Remain a part of the Certified Local Government Program to administer historic preservation programs.
7. Utilize the Neighborhood/Specific Area Planning Element of General Plan 2020 to identify possible historic preservation concerns.

*Objective 3. Achieve the best maintenance and management programs for Tempe’s neighborhoods, and ensure that residents have a voice and a role in these programs.*

### *Rationale*

The City Council believes in neighborhoods and their associations. Through these organized bodies, either in the form of a homeowners' or a neighborhood association, the City Council becomes aware of and better informed about issues or concerns before they become major problems.

In 1987 the City Council created the Neighborhood Program. It was established to help organize voluntary associations and educate individuals in how to effectively operate and utilize an association. In that capacity the Neighborhood Program provides technical support for organizing and managing an association as well as facilitating meetings, duplicating or material and mailing services.

In the decade since its inception the Neighborhood Program has fostered an environment in which citizens are afforded an opportunity to participate in the on-going physical development of the City as well as served as a liaison between the City and neighborhoods.

Most associations in the older neighborhoods of Tempe were formed to preserve the integrity and character of their neighborhoods, while associations in newer neighborhoods focus more on creating the neighbor-to-neighbor rapport so crucial to the success of a neighborhood as it matures. Through these associations, residents and property owners participate in the maintenance and management of the City, which are described in the Land Use Element.

In addition to the City's efforts, the residents of a neighborhood are vital in preserving the area's quality and particular style of life. Neighborhood associations are instrumental in preventing patterns of disinvestment and in encouraging reinvestment by working within the Neighborhood Program.

### *Implementation Strategies*

1. Maintain and enhance the Neighborhood Program described in the Land Use Element.
2. Maintain and enhance the Neighborhood Enhancement Ordinance described in the Land Use Element.
3. Maintain and enhance the Nuisance Ordinance described in the Land Use Element.
4. Maintain and enhance the Rental Housing Ordinance described in the Land Use Element.
5. Implement the Neighborhood Traffic Management Program described in the Transportation Element.

## *Objective 4. Encourage neighborhood planning*

### *Rationale*

Concurrent with the growth and build-out of the City has been the growth in number and increased sophistication of neighborhood associations. Redevelopment and reinvestment, once focused on downtown Tempe, is now being focused on neighborhoods.

For a land-locked community like Tempe, the implementation of comprehensive neighborhood planning helps insure that patterns of disinvestment do not take hold and that residents have a role in collective community efforts to enhance the quality of life in Tempe. City Councils have supported and broadened the scope and sophistication of citizen participation in shaping their neighborhoods. Neighborhood representatives have been included in several significant planning processes such as the 1990/1991 Vision Tempe Task Force, the ASU Master Plan Task Force and the General Plan 2020 Vision Focus Group.

In addition, periodic meetings and focus group discussions between the City Council and neighborhood associations allow the Council to "feel the pulse" of the community and understand what residents want since residents are closest to the problems experienced in their respective neighborhoods.

Because of these opportunities, the Neighborhood Program encourages and helps neighborhoods engage in forward-looking planning processes. Traditionally, residents address neighborhood issues through individual actions. In 1989, Tempe neighborhoods began crafting their own neighborhood strategic plans through one approach of implementing strategic plans, the Neighborhood Plans 2020 Program. With the development of General Plan 2020 additional approaches were presented to address shared challenges and opportunities.

These planning approaches represent varying levels of sophistication and detail based on the decisions of an individual neighborhood or collective neighborhoods.

### *Neighborhood Action Plan*

These planning approaches focus on one or more problems or objectives and may be done on an ad hoc basis by individual residents and may include a neighborhood association. Typically, a problem or objective is identified. There is discussion with appropriate City departments or the Neighborhood Program Office, a plan for dealing with the problem or objective is determined and action is taken.

### *Neighborhood Strategic Plan*

Strategic planning comes into consideration when a neighborhood association recognizes the need for a long term, yet flexible plan to direct the neighborhood's future in a more effective, comprehensive manner.

Strategic planning typically begins with some type of survey mailed or administered at several public meetings, to determine neighborhood needs, identify concerns and share aspirations of the majority of residents. This step of the planning process is usually conducted by the neighborhood association itself, or facilitated by the Neighborhood Program.

Strategic plans include a discussion and assessment of the neighborhood's strengths, weaknesses, opportunities and threats, the neighborhood's vision, mission, values and directions as well as goals and objectives to attain its vision of the neighborhood's future. These plans can go beyond setting out long term goals and short term objectives by describing the neighborhood's guiding principles, and what the role the plays in the larger community.

The strategic planning approach engages and links neighborhoods as well as links their leaders, in an informed, constructive dialogue, which builds leadership, trust and shared objectives. As a communication tool, the strategic plan informs the City Council and its Boards and Commissions of a neighborhood's aspirations.

Neighborhood strategic plans, when adopted by Council resolution, will be a guide for City departments, Boards and Commissions in making decisions with respect to actions concerning a particular neighborhood.

### *Specific Area Plan*

There may be neighborhoods that find a Neighborhood Strategic Plan to be inadequate.

Specific Area Plans are developed through a process of extensive public meetings where all stakeholders in the area of study are invited to participate in the process. The product would be a Plan that complements the General Plan, with detailed information specific to the area. The Plan may include a land use plan (possibly redevelopment and/or historic preservation plans), a transportation plan, development design guidelines, landscape design guidelines, urban design Elements; park master plans and economic development plans.

If acceptable to the City Council, a Specific Area Plan would be adopted by Ordinance, as an amendment to the General Plan. Divergence from this Specific Area Plan may require an amendment to the Specific Area Plan. Therefore, while the Specific Area Plan is not completely inflexible, change may require a formal process. This degree of commitment makes a Specific Area Plan a significant tool in directing a specific areas' vision of its future and role in the community.

### *Neighborhood Implementation Element*

To insure that the time and effort put forth by neighborhoods or specific areas, and the City, in any one of the planning processes discussed above, to foster positive results, an implementation should be included in any plan.

A neighborhood implementation Element assigns responsibilities for the attainment of the goals and objectives and identifies a source of funding, if necessary. It also integrates neighborhood plans into the City's annual planning and goal setting process and provides a channel for incorporating neighborhood goals and objectives into the City's Capital Improvement Program operations and budget process.

#### *Implementation Strategies*

1. Encourage and assist neighborhood associations in creating neighborhood plans and facilitate the public process where necessary.
2. Integrate neighborhood planning into the City's annual planning and goal setting process.
8. Integrate the review of neighborhood plans into the City's annual Capital Improvement Program operations and budgeting process.
9. Refer to the 1997-2001 Riverside Sunset Neighborhood Strategic Plan.
10. Refer to the 1998-2000 Northwest Tempe Neighborhoods Strategic Plan.
11. Refer to the 1995 North Tempe Neighborhoods Strategic Plan
12. Refer to the 1996 Apache Boulevard Redevelopment Plan

*Objective 5. Encourage reinvestment, in fill, land re-use and redevelopment that maintains the viability of neighborhoods and specific areas.*

#### *Rationale*

Neighborhoods, as well as other areas, require initial investment and on-going reinvestment to maintain their viability. Whether large or small, investment through capital improvements, development or redevelopment, a neighborhood's needs must be identified through adequate planning and then seek-realization through implementation utilizing both private and public sector funding sources. Because there are neighborhoods and areas where significant reinvestment is needed to revitalize them, a number of strategies are being employed to support residents in their efforts.

Reinvestment in the forms of capital improvements might include traffic calming devices, sidewalks, landscaping, lighting and land acquisition, all of which reflect neighborhood revitalization efforts.

#### *Implementation Strategies*

1. Maintain and enhance the Neighborhood Grants Program to fund small scale physical improvement initiatives identified by neighborhood groups.
2. Maintain and enhance the Capital Improvement Program to provide a systematic and prioritized program of construction projects related to neighborhood improvements and revitalization efforts.
3. Maintain and enhance the Housing programs described in the Housing Element.
4. Implement the Neighborhood Traffic Management Program described in the Transportation Element.
5. Encourage the use of various approaches to neighborhood planning.
6. Implement the Neighborhood Revitalization Area described in the Land Use Element.

# *Environmental Planning Conservation and Management*

## *The Goal of the Environmental Planning Conservation and Management Element*

The goal of the Environmental Planning Conservation and Management Element is to balance public and private development with sustainability and environmental sensitivity.

Objectives to attain this Goal include:

*Objective 1. Promote programs that reduce the use of non-renewable fuels and materials, promote recycling and promote the use of recycled, recyclable and renewable materials.*

### *Rationale*

A key characteristic of quality of life in Arizona is the natural environment.

Since the City is part of the growing Phoenix metropolitan area, the ability to resolve environmental issues is not totally within Tempe's control. Yet Tempe's participation is vital in metropolitan and regional efforts to find solutions. Nevertheless, it is imperative that Tempe maintains a high degree of independence on any decisions limiting its ability to grow or maintain its identity in the metropolitan area and region.

To protect its natural environment, Tempe is engaged in conservation efforts including water, air, renewable and recyclable resources and recycling.

To further conservation efforts, the City has implemented a wide range of in-house programs including:

- solar-powered irrigation controllers in various municipal locations;
- computerized sprinkler systems and individualized watering schedules in numerous golf courses and parks;
- landscape requirements to accommodate the Arizona Department of Water Resources' Low Water Use Plant List to conserve water in public sector development;
- conversion of high energy demand lighting to fluorescent and other combinations of lower wattage bulbs and fixtures throughout municipal facilities;
- scheduled replacement of heating/cooling equipment with state-of-the art equipment;
- paper recycling and use of recycling in the printing of numerous City publications and documents;
- conversion of some city vehicles to use of propane and compressed natural gas;
- bus pass subsidies for City employees and participation in carpooling and ride sharing programs;
- centrally regulated traffic control system;
- residential curb-side recycling program.

### *Implementation Strategies*

1. Maintain and expand the Tempe Recycles Program.
2. Maintain and expand all in-house conservation efforts.
3. Maintain the low water use landscaping requirements for new development.

*Objective 2. Work to reduce air pollution in Tempe as well as the Region.*

*Rationale*

Though Tempe is one fixed political jurisdiction in the middle of the Phoenix, Metropolitan Area air does not recognize any political boundaries. Therefore, efforts will be made to have Tempe residents, employers and visitors be aware of non-transportation and transportation related efforts that help improve air quality in the region.

*Implementation Strategies*

1. Encourage mixed-use development along established local and regional transit routes to add commute opportunities.
2. Encourage employer and employee participation in programs that encourage alternative modes of transportation.
3. Educate employers and employees in efforts being made at the regional level regarding non-transportation based efforts to improve air quality.

Refer to the following approved documents for additional information specific to environmental issues:

**Air Quality:**

**Maricopa Association of Governments Transportation Air Quality Conformity Analysis.  
Annual Tempe Trip Reduction Program Plan.  
Refer to the Transportation Element for other Transportation Documents**

**Water Quality and Resources:**

**City of Tempe Integrated Masterplan Volume II Water Masterplan  
Assured Water Supply**

**Land Reclamation:**

Rio Salado Master Plan  
Refer to the Growth Element for information on mixed-use developments.

**Flood Control:**

Rio Salado Management Plan

**Prevention and Control of Pollution in Streams:**

City of Tempe Integrated Masterplan

**Regulation of Land in Stream Channels:**

U.S. Army Corps of Engineers Rio Salado Feasibility Study

**Watershed Protection:**

City of Tempe Integrated Masterplan Volume IV Stormwater Masterplan

**Wildlife Management:**

**Phoenix Sky Harbor International Airport Wildlife Hazard Assessment and Management  
Plan, City of Phoenix Aviation Department.**

**Light Pollution:**

**Dark Sky Ordinance**

**Noise Pollution:**

Refer to Tempe Noise Ordinance for existing policy.  
Refer to Rio Salado Specific Area Plan for guidelines in this area.



## *Open Space and Recreation Element*

### *The Goal of the Recreation Element*

The goal of the Open Space Recreation Element is to encourage the provision of safe, usable open areas and recreation facilities that meet the needs of all Tempe residents and fit well into neighborhoods.

Objective to attain this Goal include:

#### *Objective 1. Implement the City of Tempe Long-Range Community Services Plan.*

##### *Rationale*

The Long-Range Plan Update 1989 document seeks to insure that park facilities be provided as the City develops and that facilities meet the needs the community and neighborhoods. It is a freestanding document and is incorporated by reference into General Plan 2020. Any future updates shall supersede the 1989 Plan after formal adoption by the City Council and become incorporated by reference into General Plan 2020.

##### *Implementation Strategies*

1. Create facilities in neighborhood parks that reflect the needs and wishes of the immediate neighborhood.
2. Provide landscaping lighting, picnic facilities, benches, playground equipment, parking and transit access appropriate to the types of activities held in each individual park.
3. Design all parks for safety and maintain parks in a manner that enhances safety.
4. Preserve the unique character of park areas during development and maintenance, whether it be desert character, historic assets or accepted value to the community.

##### *Papago Park Conservation Strategies*

The goal of this Papago Park Conservation Strategies Section is the conservation, reclamation and restoration of Papago Park's remaining natural and open spaces within and contiguous to, the boundaries of the City of Tempe.

Objective 1. Preserve and reclaim open space, special features and panoramic views in, from and through the natural environment in Papago Park.

Objective 2. Protect and restore flora and fauna indigenous to the natural environment within Papago Park.

Objective 3. Reclaim and restore damaged and inappropriately developed desert areas.

##### *Implementation Strategies*

1. Review and revise the Papago Park Master Plan in light of this goal.
2. Support an effort to create a comprehensive and unifying master plan for the original 2100 acres of the Papago Park area, now controlled by many different entities.

Refer to the following approved documents for additional information specific to open space and recreation issues:

For current statistical and demographic information, as it pertains to open space areas and recreational resources, refer to the Statistical Report.

Refer to the Rio Salado Master Plan as it pertains to open space.

**In addition, the following draft documents contain information that would amend this Element should they be approved:**

**For analysis of forecasted needs and policies for managing and protecting open space areas and recreational resources the City of Tempe Parks and Recreation Master Plan 2001 is in progress.**

For regional open space and recreation, the Rio Salado Vision 2010 is in progress

## *Public Services Element*

### *The Goal of the Public Services Element*

The goal of the Public Services Element is to guide the provision of a full range of utility services, both by the City and other utility providers.

Objectives to attain this Goal include:

*Objective 1. Continue coordination between public service facilities and land development.*

#### *Rationale*

City services include irrigation, sewer system, storm water drainage system and refuse collection, as well as supplying and distributing potable (drinking) water. Of note, most City water is obtained by vested water right with some additional water being secured from Salt River Project, which is then treated and delivered by the City to its residents.

Tempe is serviced by several utilities to provide residents needs for electrical service, natural gas and telephone services.

#### *Implementation Strategies*

1. Continue to maintain the infrastructure to provide local delivery capabilities.
2. Maintain and upgrade if necessary the agreements, procedures and regulations with outside utility providers to insure a quality level of utility services as deregulation continues.

*Objective 2. Adopt an Environmental Management Plan to insure compliance with various regulatory levels of government.*

#### *Rationale*

The growing awareness and concerns over the environment has prompted the City to develop an Environmental Management Plan. The Plan also assists the City in efficiently addressing the growing number of Federal and State environmental laws.

#### *Implementation Strategies*

1. Prioritize the categories of the Environmental Management Plan.
2. Implement the Internal Environmental Support for City-owned facilities category of the Environmental Management Plan.
3. Implement the Community Environmental Services category of the Environmental Management Plan.

*Objective 3. Develop an Infrastructure Management Plan.*

#### *Rationale*

With build out and intensification of land use through redevelopment or land re - use, the capacities of existing infrastructure may be exceeded. Overcoming these critical deficiencies may require considerable amounts of capital, disruption of existing infrastructure and streetscape, and the potential of investment in infrastructure outside of Tempe's corporate limits.

#### *Implementation Strategy*

1. Implement a Storm Water System Maintenance Program.

Refer to the following approved documents for additional information specific to public services issues:

Regarding current statistical and demographic information, as it pertains to public services and facilities, refer to the Statistical Report.

Regarding rights-of-way, easements, and facility information, refer to the Tempe Zoning Ordinance.

Regarding bicycle facilities, transit service and water and waste water lines, refer to the Supplements (maps).

Regarding electric utility service areas in Tempe, refer to the Arizona Public Service and Salt River Project Maps located in Supplements (maps).

Public services and facilities are also integrated into the following elements: Transportation, Public Buildings, Housing, Neighborhood Preservation, Rehabilitation and Redevelopment, Environmental Planning Conservation and Management, Water, Safety and Cost of Development.

## *Water Element*

### *The Goal of the Water Element*

**The ~~overall~~ goal of the Water Element is to identify the City's available water supplies and to ensure those supplies are adequate, in quality and quantity, to meet projected future growth within the water utility service area.**

#### *Objectives:*

- 1) Continue to plan for future growth and water demand beyond 2010 by updating the City's Assured Water Supply Designation at least every ten years, and updating the Water Master Plan element of the City's Integrated Master Plan every three years.**
- 2) Maintain Tempe's compliance with all water conservation requirements as prescribed in the Arizona Department of Water Resources management plans for the Phoenix Active Management Area.**
- 4) Ensure that all proposed water sources meet applicable water quality standards established by the Arizona Department of Environmental Quality, and the U.S. Environmental Protection Agency.**

Refer to the following approved documents for additional information specific to water issues:

Regarding the current available surface water, groundwater and effluent supplies, refer to the City of Tempe Integrated Masterplan Volume II Water Masterplan

Arizona Department of Water Resources designated Tempe as having a 100-year assured water supply pursuant to A.R.S. 45-576 (E) and R12-15-701 on December 31, 1997. (AWS 97-007, Decision and Order No. 26-002043)

Tempe has demonstrated to the State of Arizona the physical, legal and continuous availability of groundwater, surface water, Central Arizona Project water and effluent in an aggregate volume of 77,222 acre feet per year for a minimum of 100 years. This represents a water supply reserve of about 10% above anticipated water demands for the year 2010.

Regarding water and sewer fees for development, refer to the Cost of Development Element.

For Tempe Town Lake water management, refer to the Rio Salado Water Management Plan.

## *Safety Element*

### *The Goal of the Safety Element.*

The goal of the Safety Element is to provide for effective emergency management of incidents that present risk to the residents of Tempe in terms of providing for their health, welfare and safety in the event of a natural disaster, man-made incident and national emergencies.

Objective to attain this Goal include:

#### *Objective 1. Implement the Emergency Management Program.*

##### *Rationale*

On December 19, 1991, the City Council approved Resolution 91.71, formally adopting the document entitled City of Tempe Emergency Management Plan **(updated and approved in 10/2000)**. The Plan's purpose is to deal with emergencies that could impact the residents of the City of Tempe. On June 6, 1993, the City approved an Intergovernmental Agreement with Maricopa County insuring that Maricopa County's emergency efforts will be coordinated with Tempe's municipal emergency efforts. This document is freestanding and is incorporated by reference as an Element of General Plan 2020.

##### *Implementation Strategies*

1. Provide effective emergency operations within the City of Tempe using existing governmental organization and resources to the maximum extent possible.
2. Mitigate the effects of a hazard; prepare measures which will preserve life and minimize damage; respond during emergencies and provide necessary assistance and establish a recovery system in order to return the City of Tempe to its normal state of affairs as quickly as possible.

Refer to the following approved documents for additional information specific to safety issues:

Regarding minimum road widths and structural clearances, refer to the Tempe Planning & Zoning Ordinance

Regarding details and specifications for Public Works construction, refer to the MAG Uniform Standards and 2001 Tempe Supplements to the MAG Uniform Standards.

Regarding community protection from natural and manmade hazards as they pertain to the Tempe Town Lake, refer to the Tempe Town Lake Emergency Action Plan (November 1999).

Regarding fire protection, refer to the 1997 City of Tempe Uniform Fire Code with Amendments.

Regarding traffic calming and pedestrian safety, refer to the Transportation Element.

For additional public safety information, refer to the Crime Prevention Through Environmental Design (CPTED) Guidelines

## *Growth Element*

The overall goal of this section is to incorporate identified areas suitable for multimodal transportation and infrastructure improvements to support a concentration of a variety of uses.

### **Growth Areas: Downtown/Rio Salado, Arizona State University and Apache Boulevard**

#### *The Goal of the Downtown/Rio Salado*

The goal of the Downtown/Rio Salado is to ultimately bring the areas' diverse development philosophies together and maximize the opportunities on their common ground as well as guide development and redevelopment activities that continue to build on the accomplishments of the individual areas.

#### *Discussion*

The Downtown and Rio Salado area are products of three decades of involvement, which reflect different development philosophies, purposes and timetables. What is shared by both is an on-going City Council commitment to reversing the fortunes of two distinct areas having experienced patterns of disinvestment.

The Rio Salado Project began as a concept plan from the College of Architecture at Arizona State University in 1966; Downtown redevelopment began with the commitment of the City Council to build a new City Hall in 1968. While not initially linked, the two projects have developed a symbolic relationship over the past three decades.

*Objective 1. Promote land uses that strengthen the relationship between Downtown, Rio Salado Project and adjacent neighborhoods.*

#### *Rationale*

Individual plans for both Downtown and the Rio Salado Project have evolved over the past three decades and offer the past three decades and considerable effort has been expended in attaining their individual goals.

The focused urban character of the limited downtown area in contrast to the diverse character of the substantial Rio Salado Project area offers development opportunities ranging from intense urban activity to passive recreation, with the challenges to both of maintaining individual growth, yet being complementary on common ground.

#### *Implementation Strategies*

1. Monitor and update Downtown and Rio Salado Project specific area plans to discourage any patterns of disinvestment.
2. Amend the Downtown Area Plan to include the Southeast Quadrant Concept Plan.
3. Utilize the Development Policies for the Rio Salado as developed by the Economic Development Group.
4. Realign the Rio Salado Parkway to create an at-grade intersection with Mill Avenue to enhance the relationship between the land uses in the two areas.

5. Coordinate RFP to insure benefits to both areas.
6. Refer to the Rio Salado Specific Area Plan for sound attenuation guidelines in this area.

*Objective 2. Develop a Downtown/Rio Salado Transportation plan as part of the Comprehensive Multi-Modal Transportation Plan.*

*Rationale*

Downtown and Rio Salado are both destination-based areas. The limited roadway systems in both areas as well as the existing and proposed intensity warrant a comprehensive transportation plan that makes access to these areas by all modes possible.

Additionally, the use of the Town Lake itself as a portion of the transportation plan will have to be considered. It should cover modes such as water taxis, ferry boats, scenic tour boats as well as recreation and pleasure craft.

*Implementation Strategies*

1. The Transportation Plan should encourage mixed-use development to minimize surface parking in favor of structured parking.
2. Development should utilize the Parking by Demand model to minimize the amount of parking provided.
3. Provide for light rail or other fixed guideway corridors that connect the Project area to and from regional destinations such as downtown Phoenix, Sky Harbor International Airport and Mesa, as well as provide localized rail connections for destinations within downtown, ASU and Rio Salado.

*The goal of the Arizona State University*

The goal of the Arizona State University is to maintain the long-standing tradition of ongoing dialogue and cooperation that has enabled the City and Arizona State University to amicably resolve issues related to campus and City growth.

Objective to attain this Goal include:

*Objective 1. Resolve issues related to automobile traffic, bicycle and pedestrian traffic, parking, student housing, drainage and special events.*

*Rationale*

The City of Tempe and Arizona State University (ASU) have been growing side-by-side for well over a century. ASU provides the community with higher educational opportunities as well as varied social, athletic and cultural activities that add to Tempe's quality of life. While not an official "district" of the City, ASU's main campus has similar characteristics to special districts like the Downtown and the Rio Salado Overlay District.

ASU also owns a 320-acre University Research Park on the former site of the ASU Agricultural Farm, in south Tempe. The Research Park is planned for 25 million square feet of office and research space. ASU maintains campuses in the east and west portions of the metropolitan area.

The tradition of ongoing dialogue has created a mutually beneficial relationship between "town and gown" as both have experienced growth and expansion. This relationship has enabled amicable resolutions to the varied challenges of growth and expansion, including automobile traffic, bicycle and pedestrian traffic, parking, drainage and student housing.

The relationship between Tempe and ASU has furthered efforts to accommodate growth on the intensifying campus, while at the same time linking it with the dynamic activities of Downtown. An



informal dialogue addresses the impact of this growth on adjacent neighborhoods and helps direct campus growth in a manner that preserves these neighborhoods' character and stability.

*Implementation Strategies*

1. Participate in ASU's land use planning processes.
2. Invite ASU representatives to participate in Tempe land use, planning processes, including specific area planning.

*The goal of Apache Boulevard Redevelopment Area*

The goal of the Apache Boulevard Redevelopment Area is to encourage reinvestment in the Apache Boulevard area to build a more desirable neighborhood in which people will enjoy living and working. Enhance the positive aspects of this area and promote desirable reuse of the land.

Regarding growth area objectives and implementation strategies, refer to the Apache Boulevard Redevelopment Plan.

Regarding historic preservation as it pertains to the above growth areas, refer to the Tempe Historic Preservation Plan, Historic Preservation Ordinance, City of Tempe Multiple Resource Area Update, and Post World War II Subdivisions in Tempe Arizona Draft Report.

## *Cost of Development*

### *The Goal of the Cost of Development Element.*

**The goal of the Cost of Development Element is to require development to pay its share of costs for public services and infrastructure.**

**As much as a community benefits from new development, existing residents and property owners would not be burdened with the provision of infrastructure and public facilities to accommodate growth.**

### *Objectives*

- 1. Continue to use zoning fees as outlined in the approved Zoning Ordinance.**
- 2. Continue to partner with private developments to provide security, landscape treatment, public art, parking, and other amenities for the betterment of the greater community.**

Refer to the following approved documents for additional information specific to cost of development issues:

Regarding rights of way and easement requirements, refer to 2001 Tempe Public Works Engineering Design Criteria.

Regarding development funding of public infrastructure, refer to the Capital Improvements Program for fiscal years 2001-2003

Regarding utility fees and rates, refer to the 7/26/01 Council Approved Water Utilities Fees and Rates.

Regarding development fees within Rio Salado refer to the Intergovernmental Agreement between the City of Tempe and the Rio Salado Community Facilities District.

Refer to the Five-Year Comprehensive Financial Plan for additional information.

## *Statistics and Demographics Element*

The City of Tempe publishes a yearly Statistical Report. This Statistical Report incorporates a variety of information dealing with land use, development activity, employment, government facilities, school districts and demographic information from the most current and available Census, specifically related to Tempe.

The Statistical Report is a freestanding document and is incorporated by reference as a portion of General Plan 2020.

## *General Plan Amendment Process*

The City of Tempe maintains a policy of periodic review of the General Plan. This periodic review process allows for reasonable changes, referred to as amendments, to the General Plan from citizen input, Board and Commission recommendations, as well as economic and environmental conditions. This process is also essential in keeping any adopted General Plan viable and assures that the Plan is in concert with planning and development policies of the Mayor and City Council. The General Plan Amendment Process defines a course of action for both public and private interests. An amendment is made through an established process beginning with a formal request to make a change or amendment to the adopted General Plan.

### *Determination of Process*

Pursuant to Arizona legislation, a major amendment is a substantial alteration of the municipality's land use mixture or balance as established in the municipality's existing general plan land use element.

It is the responsibility of the Development Services Manager to determine if a proposed change is significant enough to require a General Plan amendment and process. According to the Development Service Manager, a proposed project would require a major amendment to Tempe's General Plan if the project acreage DECREASED any of the following categories in its projected land use by the following criteria:

- ?? Residential less than 8 dwelling units per acre decreased by 155 acres or more.
- ?? Residential greater than 8 dwelling units per acre decreased by 35 acres or more.
- ?? Mixed Use or Commercial land use decreased by 100 acres or more.
- ?? Industrial land use decreased by 240 acres or more.
- ?? Open Space land use decreased by 25 acres or more.

For major amendments, the plan must have two or more public hearings before the Planning and Zoning Commission and two public hearings before the City Council, and must be adopted by two-thirds of the City Council.

Additionally, an amendments' complexity and/or attendant issues, will determine the extent and nature of support material needed for the amendment. This determination will also be made by the Development Services Director.

The Amendment Process is as follows:

1. A proposed amendment is reviewed by the Development Services Director, the Public Works Director and the City Council's Community and Economic Development Committee.
2. With the submittal of a formal application, the Development Services Director will prepare a staff report on the proposed amendment, with a recommendation and support material for consideration by the Planning and Zoning Commission.
3. The Planning and Zoning Commission will hold a minimum of two public hearings on a proposed major amendment or a minimum of one public hearing on a minor amendment and forward a recommendation to the City Council.
4. The City Council, with the recommendation of the Planning and Zoning Commission and attendant support material, will hold a public hearing on the proposed amendment. The material will include a Resolution to adopt the amendment to the General Plan.
5. If the City Council approves the proposed amendment, the Resolution is the formal acknowledgment of the Council amending the General Plan.

The criteria for considering an Amendment to the General Plan includes:

1. Written justification for the amendment should consider the long- and short- term public benefit and how the amendment, considering the General Plan's Land Use Principles, will help the City attain applicable objectives of the General Plan.
2. If the proposed amendment is only to the General Plan's text, there should be objective discussion of the amendment's short- and long- term public benefit and the larger issue of its impact on the City attaining applicable objectives of the General Plan.
3. If the proposed amendment impacts the General Plan's Projected Land Use Map only, there should be objective discussion of the amendment's impact on land use within a minimum of a half-mile of property.
4. With a proposed amendment to the General Plan Projected Land Use Map, the applicant/developer's written discussion on the proposed amendment should respond to the Land Use Principles in the Land Use Element of General Plan 2020. The Principles are presented below in a generalized request/response format.
  - a. Describe the public benefit of the proposed amendment in terms of increase/decrease in intensity and its impact on adjacent land uses versus the impact of the present land use designation.
  - b. Describe the public benefit of the proposed amendment in terms of impact on the City's infrastructure (i.e. water, sewer, utilities, streets, in terms of anticipated traffic generation, projected carrying capacity, projected volume, need for more streets, city services etc.) versus the impact of the present land use designation.
  - c. Describe the proposed development quality of life in terms of, physical Elements and how its components reflect unique site design, building design, landscaping, integrate or provide access between varied uses, deal creatively with the automobile, reduce/eliminate physical barriers as well as provide residential, employment and shopping opportunities.
  - d. If the proposed development incorporates a residential component, describe the nature of proposed open space, parks and/or greenbelts and how the development separates as well as links the residential component with the non-residential component(s). If applicable, describe the proposed development impacts on existing parks.
  - e. Describe the proposed development in terms of, 1) supporting regional and local transit objectives for arterial streets, 2) implementing the goals and objectives of the Tempe Transit Plan, 3) the internal street system in terms of supporting the above goals and objectives, and 4) incorporating uniquely designed transit facilities along the arterial streets.
  - f. Describe the proposed amendment in terms of effects on the school districts (enrollments and facilities).
5. Considerations that should be incorporated into the written discussion by the applicant as part of the amendment process:
  - a. Generally, if the amendment proposes residential development, the applicant understands that density credit will be given to an entire property only if owned by the developer and only if land within the property is dedicated for purposes of rights-of-way, transit facilities, schools, parks, open space, recreational amenities and public art. For discussion of density and its calculation refer to case study, after page 26.
  - b. The exception to the previous statement is if the proposed amendment is for an integrated or mixed-use development that includes an integrated residential component. If the residential component shares in common Elements with the non-residential component of the development, such as parking, and no other portions of the property

need to be purchased by the City, then the entire property under one ownership can be used to calculate density.

- c. No density credit shall be given for any portion of the property that is subdivided for commercial, office, or industrial purposes.
6. If there are concerns, consideration of the proposed amendment shall be granted only if potentially negative influences are mitigated and deemed acceptable by the City Council.

## Glossary

This Glossary has been provided to assist interested residents in an understanding of city planning terms used in this document. These terms are part of the language used by elected and appointed City officials as well as City Staff in the performance of their tasks.

*Air Pollution:* man-made contamination of the atmosphere, beyond that which is natural and excluding the narrowly occupational, such as the contaminated air that factory workers breathe. (from the American Lung Association's Air Pollution Primer, 1978)

*Alternate Modes of Transportation:* Generally refers to non-automobile (or single-occupancy vehicle) methods of transportation that includes bus, rail, carpool, vanpool, bicycle and pedestrian travel.

*Annexation:* The legal means by which an incorporated community can increase its land area.

*Arterial Street:* A general term for a street that serves to move considerable numbers of vehicles within the community. In a larger sense it includes freeways and expressways on a County and regional level. Examples of such streets are Rural Road, McClintock Drive, Broadway Road and Baseline Road.

*Assessment:* A general term to denote a contribution by several individuals towards a common benefit. Examples include providing or replacing sidewalks and/or streets that would be beneficial to a specific part of the community or the DTC in managing the downtown for its stakeholders.

*Build Out:* A point in the development of the community where all parcels of land have been developed.

*Capital Improvement Program:* (commonly abbreviated C.I.P.) A public document formally adopted by the City Council that outlines a five-year plan for public construction and acquisition projects within the community. It is subject to yearly review and serves as a guide for the remaining years. The annual review allows for modification and prioritization based on funding sources.

*C.F.S.:* This is an abbreviation for the phrase "cubic feet per second" which is a measure for a volume of water that passes a given point during a specified time period. The term has been adopted from the science of hydraulics.

*Collector Street:* A street that provides for traffic movement within neighborhoods or a community and serves as a connection between arterial streets and local streets. Examples of such streets are Alameda Drive, Hardy Drive and College Avenue.

*Consolidated Plan:* A plan which is a regulatory requirement of the U.S. Department of Housing and Urban Development and is developed locally, providing a coordinated management tool for administering and funding all HUD Programs, including Community Development Block Grant and HOME Programs, whose ultimate purpose is to provide decent housing and create suitable living environments.

*Demographics:* It is the statistical study of a human population and related characteristics such as distribution and density.

*Density:* The ratio of the number of dwelling units or residential units per acre of land.

*Easement:* A broad term that grants the right to use a property or properties belonging to another. It is typically associated with rights-of-way and utility companies in enabling them to provide service.

*Economic Base:* The combination of all business activities within a community generating revenues for the community in the form of fees, permits, sales taxes, property taxes and income for residents.

*Existing Land Use:* The actual use of a parcel of land, regardless of zoning.

*Gateway:* A specialized treatment of specific locations on the boundaries of the community which may utilize a unique pavement treatment, landscaping, traffic signals as well as distinctively designed signs. The intent of this treatment is to readily identify entry into, as well as exit from, the community.

*General Plan:* A formally adopted public document of a community, containing goals, objectives and policies for the physical development of the community.

*Coal:* A broad statement covering a long-term commitment that is to be reached by the achievement of smaller objectives.

*Grade Separations:* A physical structure (such as a bridge, overpass or underpass) or intersection that separate motor vehicles from motor vehicles, motor vehicles from pedestrians and bicyclists, as well as pedestrians from bicycles. Examples are the pedestrian bridge over the Superstition Freeway (State 360) as well as the pedestrian bridge over University Drive through the Arizona State University campus and the railroad crossings at Mill Avenue and McClintock Drive.

*Infill Development:* The development of a vacant parcel or re-use of a parcel between existing development.

*Infrastructure:* The essential facilities that serve, support and protect the community. It includes, but is not limited to water, sewers, streets and freeways, public utilities, schools, libraries, parks, as well as police and fire services.

*Land Re-Use:* Normally, it is intensification of land use either adding to existing development or redeveloping by demolishing existing structures and replacing them with a more complex or larger development

*Land Use Principles:* The rules as well as direction that the City Council and other public officials use in the process of reviewing development proposals.

*Local Street:* A Street that provides for direct access to residential, commercial, industrial land for local traffic and connects to collector and/or arterial streets.

*Mixed-use:* A specialized land use characterized by development that could combine up to three land uses: residential, service commercial and retail commercial. The intent of this designation in General Plan 2020 is to break up marginal or blighted development and upgrade or replace it with quality development that is sensitively adapted to the land use pattern in the immediate surrounding area. This form of development integrates vertically and/or horizontally, permitted uses, tied together by common legal agreements and shared parking.

*Mode:* A transportation-oriented term identifying a particular form of transportation such as bus, bicycle, airplane, boat, pedestrian, shuffle, automobile, fixed guideway or commuter rail transit.

*Multi-Modal:* A transportation-oriented term identifying or involving the use of more than one mode (a type or form) of transportation.

*Neighborhood:* An area within a community that contains individuals sharing common needs such as a school or schools, shopping or service areas, recreation areas or geographical features.

*Objective:* A specific end that the community strives to attain as it moves toward broader goals.

*Open Space:* A term normally associated with active and passive recreation areas, such as parks, playgrounds and golf courses. In the context of this document, the term has been broadened to include storm water retention areas, railroad and canal bank rights-of-way and utility easements.

*Policy:* A course of action designed to provide guidance in attaining a goal and/or an objective.

*Projected Land Use:* The anticipated future use of a parcel of land.



*Quality:* In the context of this document, this term is used to define characteristics, whether they be in the physical design and layout or facilities and amenities, that represent distinctive or desirable solutions to land use development. This term takes into consideration things such as the relationship and scale of proposed development to surrounding development and a development's appearance in terms of building materials, colors and landscaping.

*Quasi-Public Land:* Land that appears to be public property or used for a public function, such as a hospital or golf course but is in fact, privately owned.

*Pattern(s) of Disinvestment:* For the purposes of this document, it is a pattern in which an area or specific development matures and standards are not continuously maintained or enforced, or compromised, resulting in undesirable physical conditions. Signs of this pattern emerging are spot or strip zoning, or more intense zoning coupled with further relaxing of standards, through variances. Generally, the area continues to deteriorate and gets noticed only when the area's problems become physically, visually, socially, criminally undesirable as well as costly to the community's residents.

*Redevelopment:* Land re-use that involves a partnership between public and private development resources.

*Reverse Frontage:* A situation in which the back yard or rear portion of a development fronts on an arterial or collector street. Normally this type of situation is separated by from the arterial or collector street by walls and/or landscaping. Access to the reverse frontage yard from the arterial or collector is prohibited.

*Right-Of-Way:* The portion of land over which a public route or street is built or adjacent land the City has a right to develop or use.

*RPTA:* Abbreviation for the Regional Public Transportation Authority. It is a public agency established by State Law and is governed by a Board of representatives from various Valley cities and Maricopa County. The RPTA's mission is to promote the social and economic well being of the communities through an efficient and effective transit system as a significant component of an overall regional transportation plan. Other functions of the RPTA include coordination of locally adopted transit plans as part of the overall transportation plan, coordination of a regional rideshare program and assistance in the Maricopa County Travel Reduction Program.

*Sections of Land:* The subdivision of land into one square mile in area. Tempe consists of 47 full and partial sections of land that make up its 39.82 square mile municipal area.

*Service:* Useful labor not normally associated with the production of an item. Examples include professional activities such doctors and lawyers as well as the activities of dentists, tax consultants and banks. These kinds of activities are normally associated with the office land use category.

*Specific Area Planning:* A planning/development based term normally used to describe a process and resultant plan that provides very specific planning detail for a defined geographical area, neighborhood or district. For the purposes of this document, it is meant to serve as a generalized term to cover varied form of plans, ranging from a very detailed plan to one consisting of strategies to accomplish determined goals. Such plans will be reviewed and adopted by the City Council as an amendment to the General Plan.

*Spot Zoning:* The granting of zoning by the City Council that singles out a parcel of land for a zoning district different from that of surrounding properties.

*Statistics:* The science of indicators by which to judge the environment of people on a local level as well as regional, national and international level.

*Strip Zoning:* The granting of zoning by the City Council that follows along an arterial street. It is normally associated with commercial or non-residential zoning.

*Subdivision.* The division of a large parcel of land into smaller parcels.

*Transit.* Transportation by bus, rail, boat or other conveyance, either publicly or privately owned, which provides general or special service to the public on a regular and continuing basis. This category does not include school buses, charter or sightseeing services or single-occupancy vehicles.

*Transmission Lines:* The category of electrical lines that are supported above ground on poles and structures and carry electricity from generating facilities, receiving points and substations to industrial, commercial, residential and public users.

*Transportation System:* The all-encompassing term for multi-modal (i.e. the combining of various types or forms) transportation that is discussed in the General Plan.

*Utility Lines:* The cables and wires that carry electric telephone and cable utilities.

*Zoning:* The legal means used by the City Council to implement the projected land use plan of the community. Zoning situates land uses in the form of districts in relation to one another, defines the land uses that may be used in each district, provides adequate space for each development as well as ensuring that uses can be properly serviced by government

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**Credits** *These credits reflect General Plan 2020, which was approved December 1997.  
These credits do not reflect amendments to the General Plan made from 1997-present.*

**Mayor**

Neil G. Giuliano

**City Council**

P. Ben Arredondo  
Dennis J. Cahill  
Joseph Lewis  
Carol E. Smith  
Linda Spears  
Joseph P. Spracale

**City Manager**

Gary Brown

**Deputy City Managers**

Dave Brown  
Pat Flynn

**Oversight of Project**

The Community and Economic Development  
Committee of the City Council  
Linda Spears, Chair  
Joseph Lewis/Ben Arredondo

**Vision 2020 Focus Group**

Jay Alderson  
Joe Arredondo  
Maryanne Corder  
Mike DeBeil  
Dan Durrenberger  
Bob Fronske  
Terry Galbreath  
Henry Garcia  
Barbara Hanisberg  
Dave Hanna  
Pat Kaufman  
Rod Keeling  
Jim Leck  
Irene Lundquist  
Maureen Mageau-DeCindis  
Richard Nolan  
Michael Patten  
Ted Rabban  
Ross Robb  
Margaret Tchida  
Robin Trick

**Planning and Zoning Commission**

Dale Dauten  
James Leck II  
Alan Matheson, Jr.  
David Mattson  
Jolene Ostler  
Ted Rabban  
Kirby Spitler  
Charles Huellmantel

**Development Services**

Randy Hurlburt, Director  
Dave Fackler, Deputy Director  
Terry Mullins, Deputy Director  
Atis Krigers, Special Projects Manager (Project Principal)  
Terri Amabisca, Housing/Redevelopment Manager  
Mark Vinson, Senior Planner/Historic Preservation Officer  
Gary Meyer, Senior Planner  
Joe Nucci, Planner  
Hector Tapia, Planner  
Neil Calfee, Planner

**Community Relations Office**

Shelley Hearn, Senior Graphic Designer

**City Staff**

David Merkel, City Attorney  
Jan Schaefer, Economic Development/Rio Salado Administrator  
Rich Oesterle, Management Services Director  
Judith Greenberg, Public Works Director  
Ron Pies, Community Services Director  
Cliff Jones, Fire Chief  
Ron Burns, Police Chief



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